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The five "M's" of good plant management are Men, Materials, Machinery, Methods and Money. This is the subject of part II in this series of plant management articles.

◆ ◆ ◆

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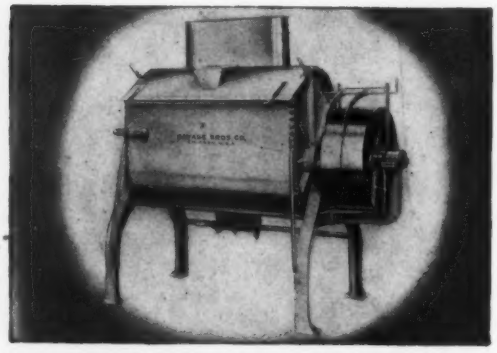
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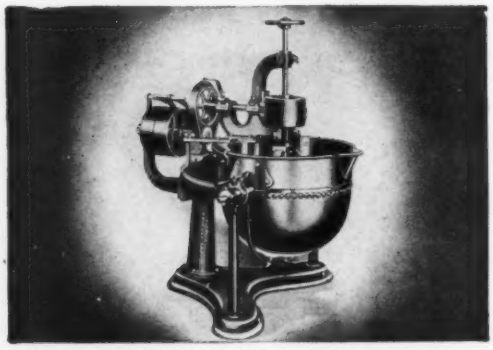


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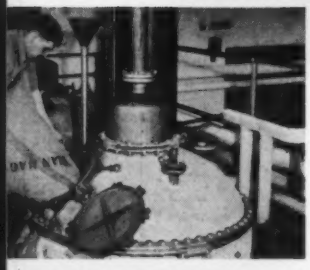
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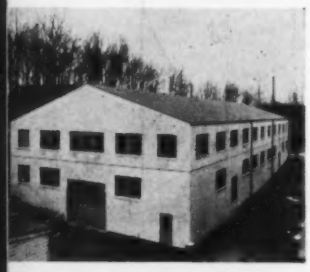
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Photos, top to bottom: Loading a still preparatory to distillation . . . A part of the main still room . . . The new warehouse . . . Interior of warehouse

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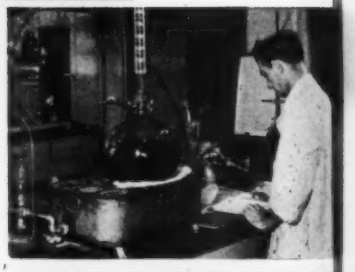
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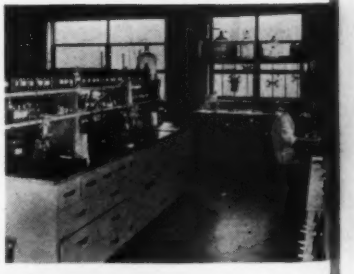
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Photos, top to bottom: Preparing a catalyst for large batch manufacture . . . Part of the Analytical Laboratory . . . Research Laboratory . . . Boiler room

THE MANUFACTURING CONFECTIONER

Pioneer Specialized Publication for Confectionery Manufacturers

PLANT MANAGEMENT, PRODUCTION METHODS, MATERIALS, EQUIPMENT, PURCHASING, SALES, MERCHANDISING

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Founder
EARL R. ALLURED



PUBLISHER & EDITOR
Prudence W. Allured

ASSOCIATE EDITOR
Edgar P. Mercer

PACKAGING EDITOR
Otto F. List

TECHNICAL EDITORS
K. E. Langwill
W. H. Childs

CLINIC SUPERINTENDENT
Eric Lehman

EASTERN MANAGER
William C. Copp

CIRCULATION
P. C. Heise

ENGLISH REPRESENTATIVE
L. M. Weybridge
21b Salisbury Rd. Hove, Sussex

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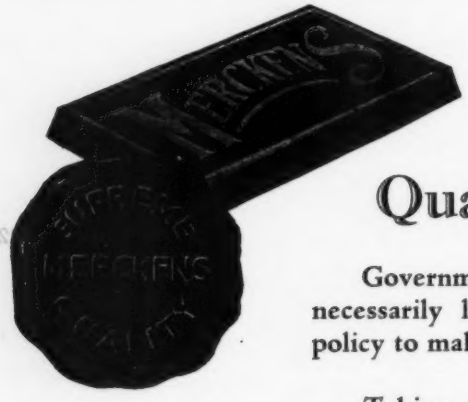
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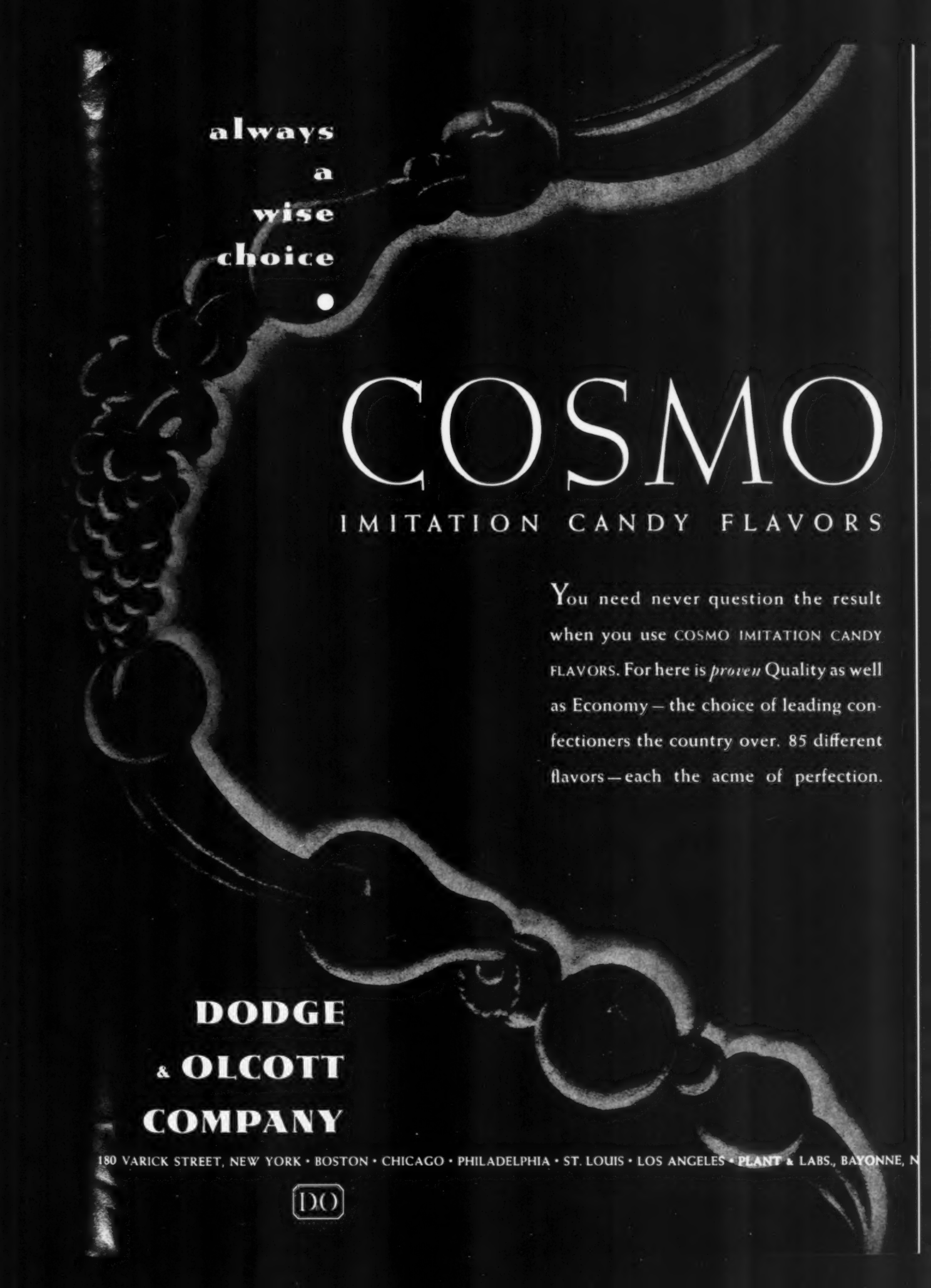
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It may be *the* important bullet for which you make room. It may find the vital space to its destination in a little corner of a freight car, motor carrier, or steamer . . . in space made available through *your* utilization of concentrates rather than bulky packaged oils, flavors, or fruits . . . no matter how essential, no matter how short a haul, or apparently insignificant the container.



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Job Training Within Industry Proves Important During War

By STERLING W. MUDGE

Dist. Dir. Training Within Industry Service
War Manpower Commission

This is a discussion of the training of manpower on the job. It is of especially vital importance now when so many new employees must be taken in and fitted into new jobs as good workmen. *Written For The Manufacturing Confectioner.*

Before getting into specific training programs, it might be well to spend a few moments to explain how and why Training Within Industry (T.W.I.) was established.

The Training Within Industry Service was established in August 1940 by the National Defense Advisory Commission and was continued under the Office of Production Management and then the War Production Board. Finally, in 1942, T.W.I. was made a part of the War Manpower Commission.

First set up on an advisory basis, T.W.I. rendered advisory assistance to war production industries in inaugurating and improving programs which they carried on in their own plants, at their own expense. There is no authority to go into a plant on any basis other than with management's cooperation.

Four general types of advisory assistance were given:

1. Identification of training needs and recommendation of training programs to fill such needs.
2. Aiding in setting up a program within the plant to meet its needs.
3. Clearing house on experience of other employers who had met their training problems. This was cleared through "T.W.I." headquarters and its field organization.
4. Recommending the most effective use of tax supported employment and training agencies of the State and Federal governments. Only through interpreting job requirements and the needs of industry to these agencies and interpreting their facilities to industry could maximum results be obtained from pre-employment and supplementary or related instruction.

Needed Better Program

It soon became evident, however, that this advisory assistance was not sufficient. In order to meet the great expansion program which industry was faced with, many millions of new employees would be taken on jobs with which they were unfamiliar. Thousands of new employees would be hired—people who had never worked in industry before. Other thousands, who, although they had been in industry for many years, would now be faced with new jobs due to the conversion from peacetime products to war goods.

Who was going to train all these people?

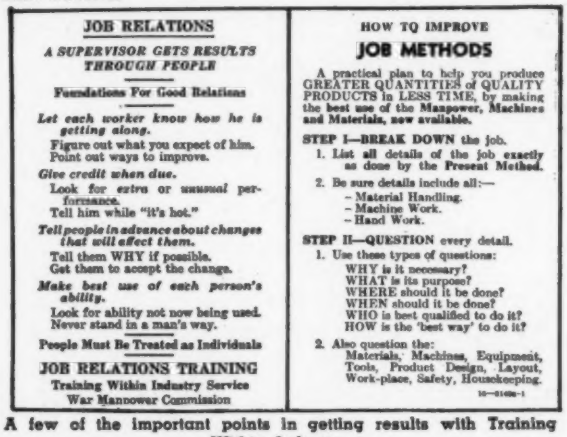
1. *New* employees, 2. Old employees on *new* jobs, 3. *Displaced* employees.

Obviously it must be done by the ones who know how to do the jobs. The supervisors and the skilled employees.

But these supervisors and skilled workers had never been given any help or training in how to instruct workers. They know their jobs. and how to do those jobs but when it came to instructing others there was something lacking. These supervisors and experienced workers needed some help and training in how to instruct.

To meet this need T.W.I. made surveys in many industrial plants to see what was being done; to see what forms of job instruction were being carried on by some of those larger plants who had organized training programs.

Most Job Instruction plans were too long, taking about 100 hours. T.W.I. realized that supervisors and experienced workers could not be taken off production for so long a time. The time was shortened then, until, finally, Glenn Gardiner, of the Forstmann Woolen Co., who is also the District Director of T.W.I. in New Jersey, came out with a 10-hour Job Instruction Training Program that worked.



A few of the important points in getting results with Training Within Industry.

The objective of the J.I.T. program is to:

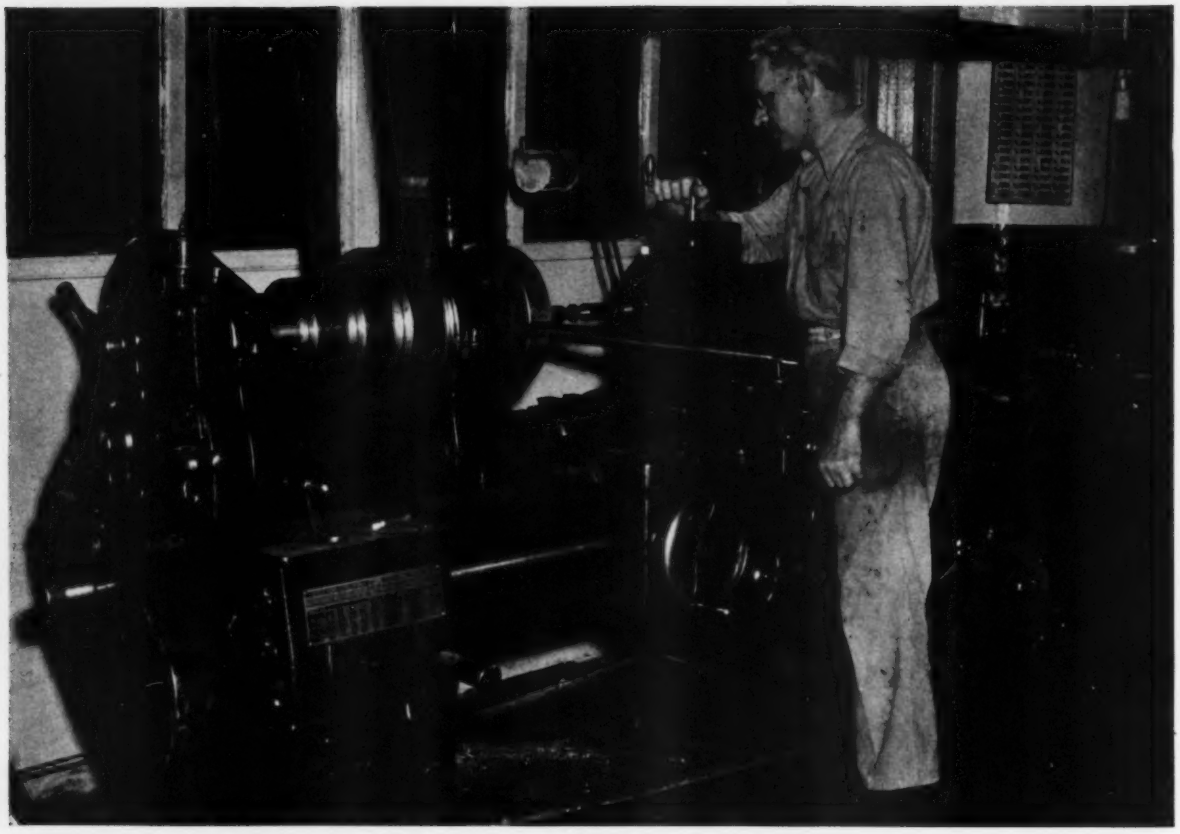
1. Develop the skill of instructing.
2. Shorten training time
3. Reduce waste, accidents, rework
4. Help supervisors and experienced workers to organize and plan their instruction.

J.I.T. will help anyone who has to break in men or women on new jobs; whether they be *present* employees, new employees, or *displaced* employees.

J.I.T. works on any job,—whether it be in a machine shop, shipyard, laundry, or candy factory. It does not deal in the particular technical skill of the job, but does give the one who must instruct another worker the technique of passing along to the worker the "know how" which the supervisor has. It gives the supervisor or experienced worker the "Skill of Instructing." This results in the worker: a. learning the job more quickly, b. doing the job correctly, and c. working conscientiously.

(*Please turn to page* 30)


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Five "M's" of Plant Management

By JOHN H. BIER
Works Manager,
National Candy Company
Consolidated Factories

The five "M's" of good plant management—men, materials, machinery, methods, money—can also be applied to maintenance since it is only a division of plant management. The importance of these five "M's" varies with different types of business, but methods always ranks among the first. The methods used in maintenance or the manner in which the work is organized is just as important as the quality of the material. In fact, at times, it is more important, as the use of substitutes during the present emergency will testify.

The person chiefly responsible for maintenance in the National Candy organization has always been the chief engineer of each individual plant, but the responsibility in top management has changed during the years because of deaths and consolidations. In the plants now in operation, the general superintendent is charged with the job of seeing that machines are kept running and in good condition.

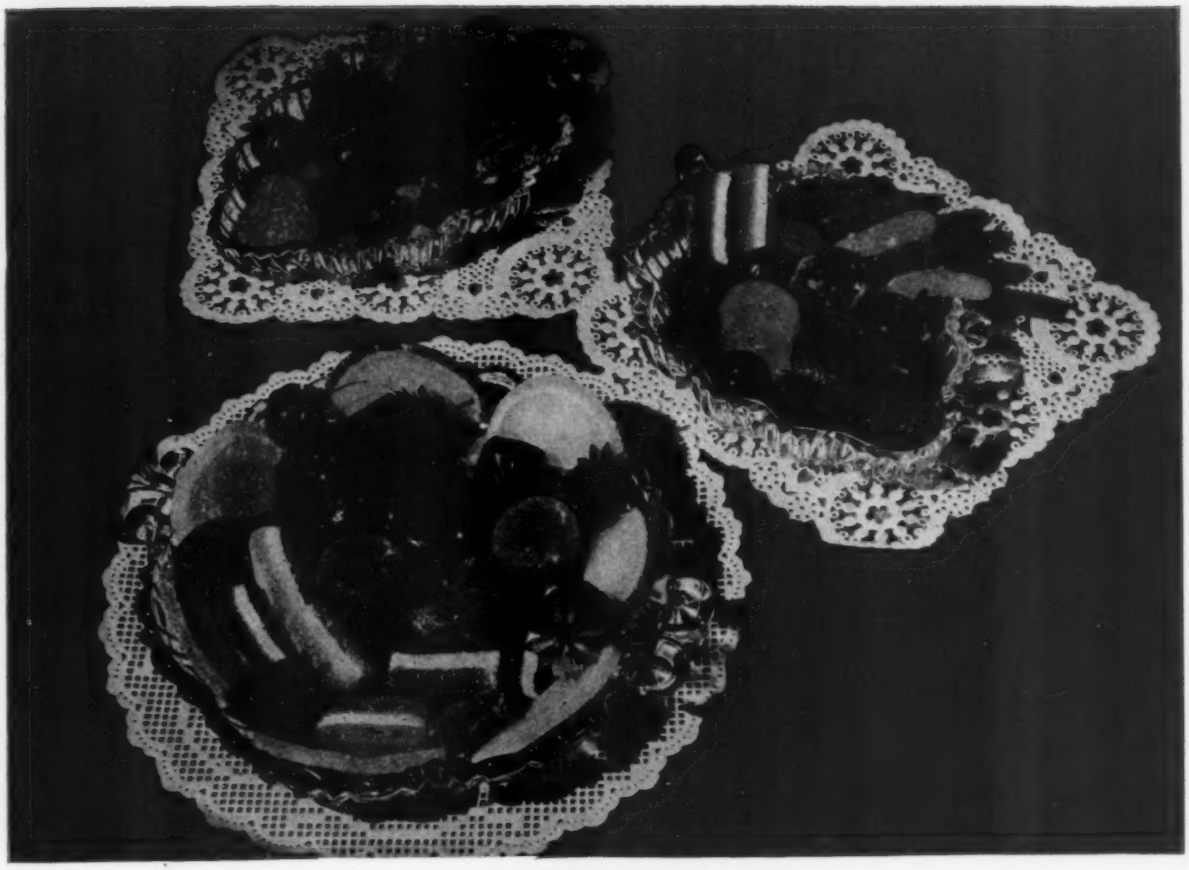
The chief engineer is head of the maintenance department and handles all routine matters that come up in the course of regular business. Special plans, installation of new machines and departmental changes are always discussed *in advance in* conference with the works manager and general superintendent. Please note that emphasis should be placed on the words "in advance." Likewise when all machinery equipment is running smoothly, the chief engineer will advise the works manager and general superintendent that he will have time, men and equipment available for special work, or the jobs that had been deferred.

Chief Engineer Directs Work

The actual direction of the working forces in our mechanical department is done by the chief engineer only, though the work may be on boilers, stokers, engines, generators and other equipment which is under supervision of the licensed power plant engineer. This does not mean that a candy foreman or some other person serving in a supervisory capacity is barred from asking a mechanic to tighten a bolt or stop a leak, but no orders can be changed or work assigned except by the chief engineer. Authority must go with responsibility.

The assignment of work is both by departments and types. For example, a mechanic (general repair man) is assigned to the mogul casting department and has a work bench and small tools and parts located in that department. This is also true of some other departments, including the hard goods department where the work of changing rolls, plastic chains, cutters, etc. is included with maintenance.

Other specialists, such as lathe operators, pipe fitters, electricians, welders, tinsmiths and carpenter's have their headquarters in the machine shop adjoining the engines and boiler rooms. As far as possible, all repairs requiring their services are worked up in the machine shop. If a mogul located part requires welding or turning on a lathe, the mechanic located in the starch depart-



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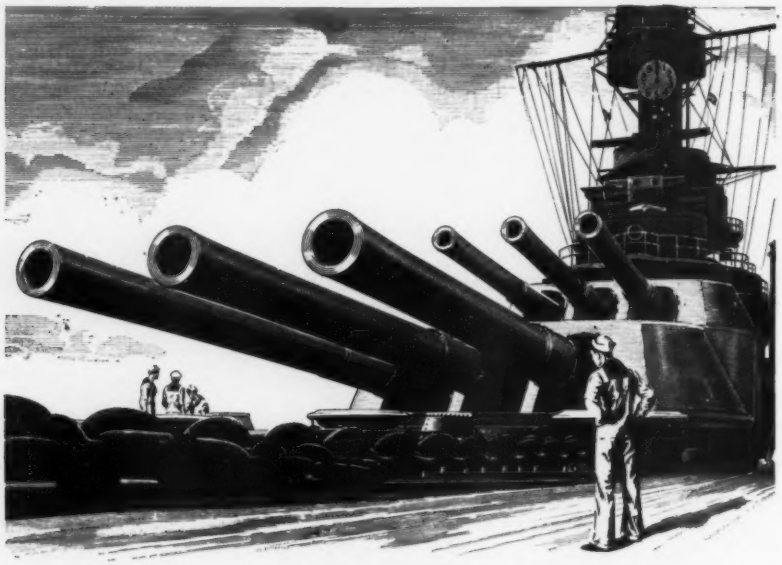


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In the meantime, we can still supply replacement parts, wire belts and grinding plates. Several sizes of depositor pump bars are available, in stock. These are the most modern hydro-seal pump bars without washers, giving constant weight deposits, which we consider the greatest improvement made in the mogul department during the past twenty years. We also have several of our new style patented automatic Chocolate Decorators which were built before present restrictions went into effect.

Do not hesitate to call on National Engineers for advice regarding the maintenance of your equipment or ordering of replacement parts. We will be happy to cooperate with you to keep your plant rolling with every possible efficiency!

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ment will turn such work over to the proper person in the machine shop.

We feel that this is important but does not prevent us from training and upgrading our men in the mechanical department. A really good lathe man will object (and properly so) to having untrained persons running a lathe, but on the other hand, seem very willing to help new men run rough work as a part of the training program.

One mechanic who has been with us for a long time is assigned to the definite job of keeping all wrapping machines in good running condition. He has a background of good all-round mechanical experience and can detect trouble in heat sealers on Transwrap and F. A. package machines as well as turn out small parts on a lathe.

As mentioned previously, the scheduling of work is done by the chief engineer. Most of the time he has a backlog of work to do, but on rare occasions he contacts the general superintendent and states that his department is in a position to handle new and additional assignments. He in turn assigns all work to the men of his department.

About one-third of the force have regularly assigned jobs such as moguls, hard goods department, chocolate department and starch conditioners. They start their day's work without instructions. The other men are given assignments which may take from 30 minutes to three or four days to complete. The paper work is held to a bare minimum and the only requirement being a time ticket from each member of the mechanical force for the week. This shows the time in hours and minutes on each job and the department in which the work is to be charged.

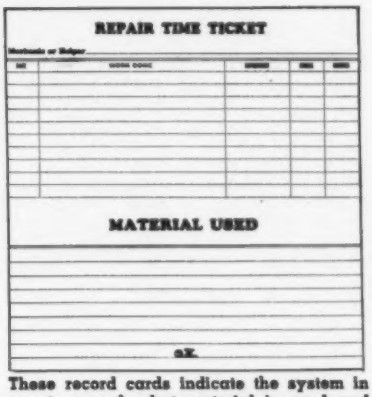
On the reverse side is listed the *new* material used and all cards are OK'd by the chief engineer. The cost department distributes labor and material charges to the various departments as part of the departmental manufacturering expense cost system.

We have two regularly scheduled periods ranging from one to two weeks when all manufacturing ceases and major repairs and changes are made at that time. Physical inventories of the entire plant are taken June 30th and December 31st, and with factory vacations scheduled for the first part of July and the year end holidays just a week apart, these make ideal times for boiler work, replacing worn mogul sieves, kettle testing and other similar work. This type of work can only be done when the plant is not operating and if neglected, will call for emergency repairs and Saturday, Sunday or night work, which is always more expensive and usually rushed through.

Emergency Repairs Hard to Handle

Emergency repairs are usually the hardest to handle for obvious reasons. They usually happen at the most inconvenient times and cannot be scheduled or assigned. Fortunately, we have had few large repair jobs of an emergency nature in the last few years and I am sure it is the result of a good maintenance program and a well-organized repair department.

In this connection, I am thinking only of those breakdowns that threaten to shut down an entire department or an entire plant. Small emergency breakdowns such as a burned out motor, broken belts, etc. are usually handled by the regular crew and the only time lost is that required to put the "spare" into operation. Before we had our own welding equipment, a lot of emergency jobs had to be sent out for welding or brazing. Now all of this kind of work is done in our own plant.


REPAIR TIME TICKET

MATERIAL USED

O.K.

These record cards indicate the system in use to record what material is used and time spent on repair work.

This is one item of equipment which, for a comparatively small investment, will pay for itself many times over and in a short space of time. A small mobile unit is ideal for emergency breakdowns in the departments as well as for those parts which can be taken to the machine shop for repairing in the usual way.

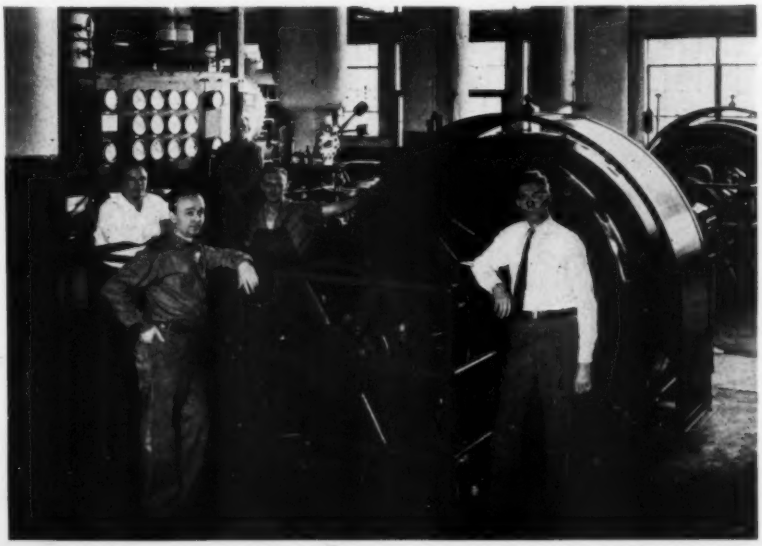
In summing up the organization part of maintenance, the key to success is the person placed in charge. Call him chief engineer, master mechanic, foreman, or any name you choose, if he is a good handler of men, knows the work thoroughly himself and doesn't keep interfering after he has assigned the job, you will be well along on the road to success.

Expect Common Sense

In a small candy factory, you can hold the operator responsible for the continued good operating condition of his machine, but in the last analysis about all you can expect is just good common sense. When a new employee is being trained as an operator or when a new and different type of machine has just been installed, full and complete instructions should be given to the operator. But, unless you have hired a mechanic for the operating job, the responsibility should be on the shoulders of the mechanical crew.

Our dual setup of departmental mechanics and machine shop specialists, all working under a good chief engineer, has been so satisfactory that we do not hestitate to recommend it to others of like capacity. Did you know that you can make pretty good all-around mechanics out of candy-makers? We tried it with good success.

The photo at the top of page 12 and the one below show the cleanliness which is a natural condition in the engine room and machine shops of National Candy Co.



Protect Your Labor Supply, with Manning Tables, Replacement Schedules

It is well to be prepared for any emergency among your manpower forces in these times when labor is so scarce and suitable replacements are hard to find. Mr. Cox tells what can be done to prepare, in part, for unexpected turnovers due to drafts.

By GEORGE B. COX
Personnel Director
Curtiss' Candy Co.

In almost any discussion of business conditions today, one of the most prominent topics is manpower losses which interfere with production.

High turnover, quits for better jobs, walk off the job, other separations, absenteeism, are the things we talk about—terms which indicate that uncontrolled manpower losses are hurting our production.



Mr. George B. Cox, who gave this talk before the recent N.C.A. convention, says that it is best to be prepared for any eventuality as far as the draft is concerned. Up to date manning tables is a step in the right direction.

We are willing to take almost any means of controlling these losses—we plan extra incentives, more benefits of many kinds to induce these workers to stay on the job—at least until we can hire others to take their places.

Those losses are difficult to control, yet in many cases we are submitting to manpower losses which we can control.

In addition, to those losses I mentioned which have to do largely with the less responsible jobs—the lower skilled personnel—how would you like next week to lose several of your maintenance mechanics, a couple of your top foreman with a superintendent, or an engineer or a cost accountant thrown in?

The following week what would you do if the same thing happened again?

It Can Happen Here

That can happen to you—you can lose your key men in just that way to Selective Service. That would be far more serious than manpower losses of the low skill workers.

Undoubtedly all of your 1A men have gone. Most of your 3A's without dependents have either gone or are reclassified and will shortly. You know that:

3A's with children are being reclassified
4F's are being re-examined and reclassified
4H (38 to 44) have in some cases received notice of reclassification.

The big exodus of the more highly skilled is on.

You know that an increasing number of your men have had notice from their Selective Service Boards to either switch to essential war work or face induction.

Those are the manpower losses you face. If those withdrawals are disorderly, it will hurt your production, if done in an orderly manner, over a period of months, suitable replacements can be secured and production can be maintained.

In this potential manpower loss, inducements do no good—the men have very little to say about their withdrawal. You, however, have a great deal to do with determining whether their withdrawal will be indescriminate or orderly—whether production is going to be interrupted or not.

The War Manpower Commission and the Selective Service System have provided you with a simple means of controlling this indescriminate and hurtful loss of key men.

WMC Will Cooperate

It is their stated purpose to cooperate with industry and leave in industry the irreplacable workers and allow employers time to procure and train replacements for those who are taken into the Armed Forces. To effect this purpose, these agencies have devised the Manning Table and Replacement Schedules.

The first step in protecting your organization and controlling your potential key manpower losses, is the preparation of the Manning Tables or any other means which effectively analyze the jobs in your plant and the workers in those jobs. I will confine my remarks to the Manning Tables because they are pointed directly and authoritatively to this purpose.

The Manning Table provides a job audit for your plant. By department, every job is described in terms of United States Employment Codes or by means of job descriptions. For example; one department is staffed by a foreman, his code number for that job describes his duties very accurately, then there is an assistant foreman, because of his job he carries the same code number. The department maintenance mechanic is designated by another code number.

There might be two cooks, it is shown as one job and

given a distinguishing code number, and so on through the entire department, analyzing the activities of the department by jobs and indicating the number of workers in each one of those jobs. Next the minimum training time required to train a replacement is indicated. For example; it might require 2500 hours to train a foreman and 1500 hours to train an assistant foreman. A maintenance mechanic, if he can be classified in the machinists skill, might take 8000 hours to train. Consider not only orientation time, but apprentice training as well, and so on down the list.

Provision is made to show what jobs may be re-engineered or filled by women or handicapped persons.

Statements of Manpower Assets

The Manning Tables are statements of manpower assets and liabilities which include a statement and clear understanding of labor requirements for a period of at least six months.

These tables or some similar audit must be worked up to show the War Manpower Commission and the Selective Service that your management has a carefully drawn statement of job census, and manpower in those jobs, in order to have consideration in requests for deferment.

If you have not compiled Manning Tables, I suggest that you write a letter to, or get in touch with, your Regional Director of the War Manpower Commission stating your case clearly, asking for permission to compile and file the tables, and you will receive the necessary forms and clear instructions to aid you in the completion of the job.

When they are completed, the tables are filed in quadruplicate with the War Manpower Commission in your region. The filing of these Tables is optional and is merely a question of filing the basic information regarding your personnel and their classification as skilled, semi-skilled, or unskilled. This information goes into the hands of the War Manpower Commission and is used as the basis for the granting of deferments which you may request for your key men.

The Selective Service, however, has indicated that Replacement Schedules may not be renewed unless backed up by Manning Tables on file with the W.M.C.

From this audit as a basis you are then in a position to prepare a Replacement Schedule. The purpose of the Replacement Schedule is to indicate to the Selective Service Headquarters, draft classifications of your men.

Jobs Listed by Code

Each job is listed by departments and by code as in the case of the Manning Tables and the man in each one of those jobs is then distributed as to draft classification. For example, in the case we took before, the foreman of the department is a man 43 years old. His job will be listed and his position in draft classification shown by an indication in the column for the 4H classification. The assistant foreman is a married man without children, now classified 3A.

There is a column for that classification and he will be indicated in that column. There might be two maintenance mechanics. Their classifications will be indicated individually. One might be a man with many children, he can be indicated in that category. The other man might be a man over 45, he would be indicated in that category and so on through each department in the plant, showing the number of women, those men in the 4F classification, 1A, 3A, 4H, etc. When this distribution of draft classifications of your men has been completed, then those who appear in 1A classifications or 3A, married men without children, must be entered on what is known as a replacement list. This replacement list is a list of your draft vulnerable men and includes trained employees, and when each of them may be replaced.

Basis For Deferments

This forms a basis for your requests for deferment. When these two lists are completed, they are sent to the State Selective Service Headquarters and upon acceptance you are given a State Acceptance number which you are permitted to stamp on all of your requests for deferment and which will furnish you with the authority for requesting deferment.

If you have not done so, write to your State Selective Service Headquarters for their instructions in compiling Replacements Schedules and Replacement Lists. In going to this trouble of compiling and filing these lists, you will find that the necessary withdrawals of your key men can be controlled so as not to disrupt your production.

Rose Petal Jam is Bulgar Confection

Bulgaria is considering the development of a new industry, according to the foreign press. Instead of making rose oil, or attar of roses, an old industry in Bulgaria, it has been proposed that, for some years to come rose petals should be made into jam. It is estimated that at current prices for rose petals and sugar, the jam can be made at a cost of 40 leva (nominal value of leva about 1.2 cents U. S. currency) per kilogram (kilogram equals 2.2046 pounds), or approximately 21 cents per pound.

The cost of the manufacture of the jam would have to be borne in part by the Agricultural and Cooperative Bank which now finances the production of rose oil.

Bulgarians consider rose jam a delicious confection, and it would find a ready market. About 2,204,000 pounds of sugar would be required for the annual crop of rose petals. If sufficient sugar is not available, it is suggested that molasses from sugar cane and sorghum.



The Bar and General Line Confectionery Industry Food Advisory Committee, meeting in Washington, D. C., in June. Reading From Left to Right: Wm. Lavery, Curtiss Candy Co., Chicago, Ill.; W. W. Reid, Jr., The Charms Co., Bloomfield, N. J.; L. R. Tilton, Bishop and Company, Los Angeles, Calif.; J. H. Reddy (alternate) New England Confectionery Co., Cambridge, Mass.; Z. E. Vose, National Candy Co., Inc., St. Louis, Mo.; Robt. H. Welch, (alternate) James O. Welch Co., Cambridge, Mass.; H. C. Albin, Chief, Special Commodities Br., FDA; Gorden Peyton, Assistant Deputy Director, FDA; Mr. Bishop, Consultant, Grain Products Br., FDA; J. M. Whittaker, Special Commodities Br., FDA; A. C. Israel, Special Commodities Branch, FDA; Sidney Gubin, FDA; Miss Colvin, Reporter, FDA; Mr. Flint (alternate) Peter Paul, Inc., Naugatuck, Conn.; H. H. Hoben, Asst. Genl. Mgr., Mars, Inc., Chicago, Ill.; N. V. Diller, Vice President, Nutrine Candy Co., Chicago, Ill.; Otto J. Glaser, Dairy Maid Conf. Company, Philadelphia, Pa.; Harold S. Clark, Pres., D. L. Clark Co., Pittsburgh, Pa.; W. E. Brock, Jr., Brock Candy Co., Chattanooga, Tenn.; C. G. Trudeau, Trudeau Candies, Inc., St. Paul, Minn. (not in picture).

What Does the Future Hold In Government Sugar Control

Sugar control, as the author points out, has gone way beyond normal sensible control. We ship it to our allies but urge our own people to quit using it. Here's the story presented to the N.C.A. Conference.

By ODY H. LAMBORN
President Lamborn & Co.

It was my very great pleasure to address The N.C.A. Convention on the sugar situation just two years ago this day. At that time there was no shortage of sugar, but the ocean freight market was rapidly advancing. This advance was being reflected in the price of sugar. We were beginning to feel an increased demand for sugar and products made from sugar, as a result of accelerated industrial activity and the defense program.

Because war was in the air, in discussing the possibilities in connection with sugar, I made the statement that I did not believe the government would permit the price to get out of hand, allowing increases only to offset the advancing costs of ocean freights, etc. I expressed the pious hope that your industry and the country in general might be spared sugar control as practiced during World War Number One, including the use of certificates.

Sugar Rationed Early

Since that time, many drastic changes have taken place. We entered the war, and despite my pious hope, sugar was the first food to be rationed by the government. Sugar control in World War Number Two goes far beyond that of the first World War, since control in this war reaches the consumer. Perhaps this was a natural development under the government's political philosophy.

There is no home in America where sugar, in one form or another is not recognized to be one of the cheapest most energizing foods, not to mention its function of making other foods more palatable and nutritious. Because of its universal popularity and use, sugar lent itself as a vehicle for government planners through which to secure experience for the broad food rationing program which was already contemplated and has since become an actuality.

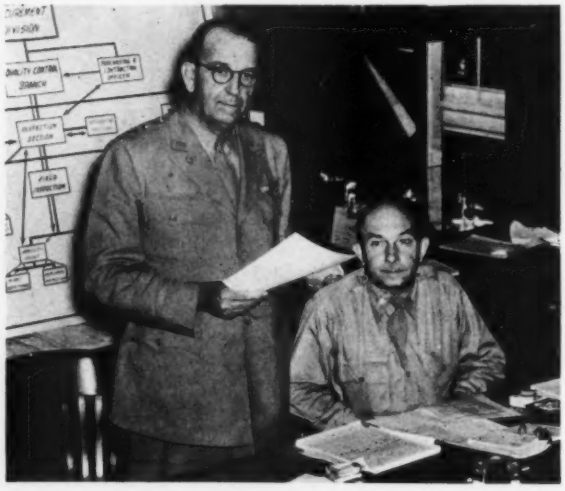
Since Pearl Harbor our government has, in rapid strides, reached the point where it controls, by one means or another, every phase of the sugar situation from the soil to the stomach. Government has made its influence felt directly in every production area. Government controls the movement of ships. Government controls the amount of sugar which may be consumed in the household and which the householder may use for home canning. Government controls the amount of sugar that may be purchased by the industrial user and further specifies the purpose to which it may be put. And government controls the price of sugar at the production, refining, industrial, distribution and consumer level. In brief, government control of sugar is complete!

No citizen of the United States who has the interests of his country at heart can quarrel with controls by the government during the war period where such controls are indispensable and wisely administered. To the contrary, I think it is the heartfelt desire of the vast majority in America to make every necessary sacrifice to insure victory as quickly as possible. However, it should be recognized that controls which are palatable in war-time may be poisonous in peace-time.

Controls Must Be Palatable

A grave responsibility devolves on those in authority to take no action that will permanently abridge the rights of free man. The war emergency must not be used as a vehicle to foist upon the American people in the post-war era ideals and habits foreign to our nature and philosophy.

I regret to say that I observe a distinct trend in the direction of the projection of war-time sugar control into the peace that will follow. This trend is evidenced in two major ways: First, by the fact that the United States Government consciously or unconsciously continues to conduct itself in such a manner as to exert a *restrictive* influence on sugar production, and second, by a gradually developing program which seems to be designed to im-



Maj. Gen. Clifford M. Corbin, Q.M.C., Dir. Procurement, O.Q.M.C., (standing), and Maj. E. G. Eyerly, Chief, Inspection Section, Procurement Div. O.Q.M.C., both of Washington, D. C., at an important four day conference, attended by army officers from all major Quartermaster Procurement and Storage Depots, charged with inspection of Quartermaster supplies, just concluded.

pose upon the American people, under cover of the war-time emergency, a permanent change in their dietary habits.

Astounding as it may appear, the United States government, in administering a program of cane purchases and beet subsidy, has effectively restricted, or hampered through tardy action, production of sugar in vital supply areas, in spite of the food crisis, without regard for the world-wide shortage in carbohydrates, and in the face of a potential demand of tremendous proportions as the countries now dominated by the Axis are redeemed.

Beet Crop Drops Off

Our current domestic beet crop will fall short of last year's outturn by upwards of 500,000 tons. I know of a substantial number of beet sugar factories which cannot operate this year because of their inability to secure a minimum volume of beets necessary for operation. This deplorable condition was brought about by the tardiness of the government in arriving at a satisfactory contract amongst processors, farmers and itself.

Cuba had sufficient cane standing in the field on January 1st of this year to have permitted her to produce 4,500,000 to 5,000,000 tons. Notwithstanding, she is obliged to limit her production to only 3,225,000 tons under a contract entered into between the Commodity Credit Corporation and Cuba.

To those who would argue, in attempting to justify restricted production, that standing sugarcane in the fields is the equivalent of sugar in storage, I say that it is sugar in storage *only* when it has been made and stored. Standing cane is not sugar on tap at a moment's notice to meet any sudden or urgent demand. Standing cane occupies farm land on which other sugarcane might now be growing against world requirements of the future. Standing sugarcane is subject to the whims of nature—hurricanes, disease, fire and flood. Furthermore, standing cane can only be harvested at certain periods of the year.

Stress Energy Foods

Richard K. Law, the Chairman of the British delegation to the United Nations Conference on Food and Agriculture at Hot Springs, Virginia, hit the nail on the head when he stated that what is needed, worldwide, is increased production of carbohydrates in order to *satisfy the actual hunger* that exists throughout the impoverished nations, and that this should have been the *first phase* for consideration by the Conference at Hot Springs. Stress was placed by the British delegation on the great importance of *primarily* producing ENERGY foods such as sugar, potatoes and cereals, during and immediately after the war.

With 2,500,000 tons of peace-time yearly sugar production now in the hands of the Japanese—I refer to Java and the Philippines; with the Ukraine in German hands—the Ukraine in normal times produced over 1,500,000 tons of sugar; with practically all of the European sugar industry dominated by Germany, and in a questionable condition, it is clear that the chief burden of supplying sugar to the starved nations during the first part of the post war era will fall upon the Western Hemisphere.

Post war sugar rationing in the United States is definitely a most unpleasant probability unless we immediately and aggressively encourage an increase in the production of sugar. Surely post war rationing is not one of the objectives for which we are now expending our blood and wealth!

All of the above leads us to the inevitable conclusion that our government should start now to plan on unrestricted sugar production for 1944. Eleventh hour planning, negotiations and decisions should be eliminated for the duration. Farmers and processors have a right to know what is expected of them— well in advance. They must *anticipate* and plan their operations in field and factory. They do not possess Aladdin's magic lamp.

Misleading Statements

Now on the nutrition angle—if you overheard me make the statement that candy is a food of relatively low nutritional value, I believe you would say that I didn't know what I was talking about or that I was deliberately attempting to mislead. If you heard me say that no special case could be made for sugar as a source of energy, quick or otherwise, you might reasonably discount everything else I might say.

Believe it or not, in a pamphlet recently issued by the U. S. Department of Agriculture, Food Distribution Administration, Nutrition and Food Conservation Branch, entitled "Manual of Industrial Nutrition," you will find the following statements made:

"Foods of relatively low nutritional value, e.g., candy, sugar, soft drinks, and highly milled nonenriched cereal products, should be replaced, insofar as feasible, by foods of greater nutritional value. . . ."

"No special case can be made for sugar as a source of energy, quick or otherwise, for the industrial worker. Mixed food are more desirable than pure carbohydrates because of their more prolonged effect and the contribution of essential food factors which they make to the worker's diet."

Explains Nutrition Meaning

Now it is not difficult to evaluate the accuracy of these comments on sugar and candy. Referring to the latest edition of the Encyclopedia Britannica for explanations of the words nutrition, calorie and carbohydrate, you will find that nutrition is explained as follows:

"Despite the fact that life may be continued for many weeks without food and several days without water, for the practical maintenance of life we must have regular intake of food; nutrition must go on. Food is required for two main purposes: (1) to supply the necessary energy for the production of internal and external work and the maintenance of the body temperature, and (2) to supply the necessary material to make good the wear and tear of the tissues in the adult and also, especially in the child, the material required for growth."

In the same authority, we find calorie set forth as:

"The term calorie is employed in stating the total heat or total energy of a substance."

Since sugar is a pure carbohydrate it is interesting to see how the Encyclopedia defines the term carbohydrates. They do it as follows:

"Carbohydrates may be regarded as the foodstuff which most readily gives up its energy in the organism. The tendency of modern work is to accept carbohydrate as *the* fuel."

The Encyclopedia underlines the word "the."

Scientists Define Carbohydrate

Another reference to carbohydrate is found in the book entitled, "The Newer Knowledge of Nutrition" by McCollum, Orent-Keiles and Day, 5th Edition, page 52:

"Carbohydrate is the most easily available and most economical source of energy for the animal body. A certain minimum amount is essential for the metabolism of other foods, especially fats, to prevent the development of ketosis. *A reasonable excess above the minimum is desirable in order to meet a portion of the requirements*

for energy without necessitating the intake of exceedingly large amounts of fat and proteins."

Still another reference to carbohydrate and especially sugar—Dr. Robert Hutchison in his book "Food and the Principles of Dietetics" (Third edition, page 282) writes:

"It is *as a muscle food*, however, that sugar is of special importance. We have already learned (p. 37) that the carbohydrates are probably the chief source of muscular energy, and the sugars, on account of the ease and rapidity of their absorption, are better calculated to fulfill this function than any other member of the carbohydrate group."

I think I am correct in making the statement that the science of nutrition is not an exact one, that there is a wide divergency of opinion amongst nutritionists, that each one has his own personal opinion as to what is good and what is bad and the quantities that one should consume of this and that. Certainly generalizations about diets are dangerous. One man's meat is another man's poison. Furthermore, I believe that personal prejudices and fetishes play an important part in such opinions.

Government is Misinformed

The statements I have quoted from the government pamphlets leave one aghast in the light of the definitions given of nutrition, calorie and carbohydrate. One might as correctly say that if candy and sugar are not invaluable fuel for the body, then coal and oil contribute very little in the operation of a furnace in the creation of heat.

It is not the custom, as everyone knows, to consume sugar by itself. Sugar is mixed, or consumed, with other foods—cakes, pies, ice cream, soft drinks, coffee, fruits, cereals, etc. And you and I know that candy contains a variety of foods—chocolate, nuts, milk, eggs and other nutritious ingredients. Many of these ingredients contain fat and protein as well as vitamins, so that candy is indisputably a highly nourishing food, the government nutritionist to the contrary.

Now in the face of this and other government propaganda of a similar nature, is it not reasonable to ask whether some sinister "plan" exists whereby our people are to have withheld from them, by decree or otherwise, the foods which they desire? Shall we "slide-rule" people into eating what a government nutritionist conceives to be good for them?

Shall the theorists, with axes of their own to grind, utilizing the opportunity presented by the war emergency, force habits on the people to be carried over into the post war period? In general, shall we make guinea pigs of the American people if it can be "put across" during the war emergency with the hope of translating these theories into permanent habits?

Actions are Inconsistent

And then I might reasonably ask—if the government believes its statements as quoted above, is it not silly for the United States, on a Lend-Lease basis, to supply hundreds of thousands of tons of sugar to Russia, Britain, and North Africa, in the midst of the war, when we might be utilizing that valuable shipping space and those dollars for products boosted by the government nutritionists?

I think it is obvious that we must all be constantly on our guard against developments which are being cultivated in the soil of war-time emergency and which promise, unless checked, to transform traditional American freedom of action into some form or degree of permanent regimentation.

Verily, it is our great responsibility to be viligant and to make sure that while our sons are fighting on foreign soil to preserve freedom we do not lose it for them, and ourselves, at home.

Blind Man Operates Stapling Machine

The employment of totally blind Joe Wood as an operator of a carton stitcher at the Imperial Candy Company, Seattle, is a particularly interesting instance of the practicality of using physically handicapped workers on the wartime industrial front.

For this is exacting work—the staples must be placed accurately and surely to produce cartons of acceptable strength.

Joe Wood, blind though he is, not only has learned



The work done by Joe Wood is an important indication of the part that handicapped men and women can play in war production.

the routine of his work, but he has organized the entire carton department on an efficiency basis.

In developing superior facility in operating the stitcher, Joe uses his head as well as his hands to achieve the longest possible string of staples without lifting his foot from the throttle. He uses the touch system to determine which is the bottom of the carton, and he has worked out his own "control code" in this connection. For example, all oblong cartons have seams off center to the left; another type has seams to the right of center, etc. Only one type of carton defied his sightless intelligence—a square type of box with a seam directly in the center. However, this single bottleneck has now been licked because the carton supplier has agreed to score the bottom flaps for identification purposes.

Interestingly, the stock piles of finished cartons have the identifying, typed placards also written in Braille. That's to make it easy for Joe Wood to "see" the respective stocks!

"Our experience in this instance," reports Cecil H. McKinstry, president of the company, "has prompted us to a decision that we will employ other handicapped workers for certain types of work."

Sugar Research Foundation Formed by Industry Group

A non-profit organization, the Sugar Research Foundation, Inc., has been founded in New York to conduct research and distribute factual information concerning the place of sugar in the human diet. Joseph F. Abbott, president of the American Sugar Refining Co., was elected president of the new Foundation.

Papers of incorporation were filed on June 10, in Albany, N. Y. The Foundation is supported by raw sugar producers, cane sugar refiners and beet sugar processors who supply the American public with its sugar. A comprehensive research and public educational program intended to clarify the place of sugar, and of foods and beverages containing sugar, in the diet, has been planned according to Mr. Abbott.



Mr. Joseph F. Abbott, newly elected president of the Sugar Research Foundation formed by the sugar industry.

"The leading nutritional authorities tell us that carbohydrates are the foodstuffs which most readily furnish energy to the human system," Mr. Abbott said.

"Sugar and the grains are among the most important sources of pure carbohydrates—energizing foods. The United Nations Food Conference just concluded at Hot Springs, emphasized the urgent need for such energy-building foods in the present emergency. Sugar as a concentrated food must play a leading role in solving this problem for the United Nations.

Mr. Abbott pointed out that the new Foundation was organized to:

Inform and educate the public on the merits of sugar and, foods and beverages containing sugar, in the diet; to sponsor research and scientific studies at leading universities and elsewhere on sugar as a food, from the viewpoints of diet and relative costs; develop new uses for sugar and its by-products; combat misleading and unfair advertising and propaganda against the use of sugar; and to transmit to the public, through advertising and other media, pertinent and accurate information about sugar as a food.

In addition to Mr. Abbott as president, other officers elected were:

Ernest W. Greene, of the Hawaiian Sugar Planters' Association, and Douglas Scalley, vice-president and general manager of the Utah-Idaho Beet Sugar Co., as vice-presidents; Carl S. Nadler, president of the South Porto Rico Sugar Co., as treasurer; and David M. Keiser, president of the Cuban American Sugar Co., as secretary. Ody H. Lamborn, president of Lamborn & Co., Inc., was appointed executive director of the Foundation.

The board of directors consists of the above named elected officers and, Charles V. Bennett, vice-president, Theo. H. Davies & Co., Honolulu, Hawaii, Edward C. Bostock, chairman of the board, Michigan Sugar Co.; Ellsworth Bunker, president, National Sugar Refining Co.; Louis V. Place, Jr., vice-president, W. J. McCahan Sugar Refining & Molasses Co.; W. N. Wilds, president American Crystal Sugar Co.; and Neil Kelly, secretary, United States Beet Sugar Association.

Candy Production Club Is Guest of Clinton Co.

Eighteen members of The Candy Production Club of Chicago journeyed to Clinton, Iowa, over the week-end of June 25, 26, and 27, to enjoy the hospitality of The Clinton Co. The members were quartered on the houseboat "The Idler" which rides at anchor on the Mississippi river. This event has been the outstanding club event for the past seven years and as usual was a most enjoyable weekend, according to Mr. George P. Goebel, secretary. A golf tournament in which all members distinguished themselves was held. The weather was ideal and everyone reported having a most enjoyable stay. The Golf Committee of the club has voted not to hold the annual golf tournament in August as usual because of wartime conditions.

N. Y. Candy Club to Meet

Through the kindness of the New York City Candy Club all arrangements were made for the business meeting to be held at the Park Central Hotel, New York City, N. Y., on July 13th and 14th, 1943. The meeting of the National Confectionery Salesmen's Association which was held at the Park Central Hotel in New York City on July 13 and 14, was a plain business meeting, there was no form of entertainment, no social functions of any kind, as all of this has been discontinued for the duration or until Victory is WON. This was a NO COST MEETING, no registration fee was collected. The N. Y. City Candy Club Bond Auction, where over $625,000.00 in war bonds were sold to the Candy Jobbers of N. Y. City, is over the top with flying colors.

Baltimore Salesmen Meet

On Thursday, June 24th, a Joint Meeting was held of the Manufacturing Confectioners Association of Baltimore, Maryland Wholesale Confectioners Association and Confectionery Salesmen's Club of Baltimore, with Mr. C. R. Kroekel of Philadelphia, guest speaker. He is on the Board of Directors of the National Confectionery Assn. Mr. Kroekel gave some very interesting information on "Washington Reports on Rationing," the Sunday afternoon Radio Program sponsored by the Council on Candy as Food in the War Effort. There were about 50 members of the trade present. Mr. J. Fred Birkmeyer, president of the Mfrs. Assn. presided. Mr. Harry J. Loock, president of the Wholesalers and Mr. G. Austin Sprecher, of the Salesmen assisted. A committee was named by Mr. Sprecher to further the good work being done by the program and the salesmen offered to assist in every way possible to interest all the trade. Mr. S. A. Spector was appointed Chairman with the following: Samuel Rosenthal, Thomas V. Watts, John G. Pentz, J. Howard Watson, John O. Huber, Milton Rodberg.

A Discussion on the Nutritional Value of Candy

By DR. ANCEL KEYS
Director of the Laboratory of Physiological Hygiene, University of Minnesota.

An Address to The National Confectioners' Association Wartime Conference Chicago, June 3, 1943

For 40 years candy has been a target of criticism for various nutritionists, home economists and welfare workers. At times the attack gathers momentum, the food cranks start to shout and a few legislators wonder how they can capitalize on the clamor. Recently, in



Dr. Ancel Keys has done much work in conjunction with the U. S. Quartermaster Department on nutrition in Army rations.

association with the National Nutritional Campaign, there has been an intensification of anti-candy propaganda. Never before has the public shown such interest in nutrition as at present. It is essential that the nutritional value of candy be recognized by the candy manufacturers as well as the general public.

You are familiar with the issues on which candy has been abused at one time or another. It is hard to realize the damage done to the candy business by some of the old objections. "Candy contains glucose!" sounded very alarming to the general public thirty years ago. Even though we know that glucose is an excellent source of energy there is probably a hangover in the sense that it is vaguely recalled that candy contains "harmful," or "poor quality," materials. The same is true of the news —thirty years ago—that "Candy contains artificial coloring and flavoring."

There was a time when many people thought candy causes diabetes. Probably some people still think so and it is certain that a vague recollection of a black mark against candy still persists in many quarters. Disclosure of the deplorable state of the nations' teeth was quickly picked up: "Candy causes tooth decay!" This last charge is untrue for the most part though there is still some debate as to whether candy eating may play some role in tooth decay in children.

Dangerous Charges

There are some less sensational charges against candy which are more dangerous in the long run because they have some basis of fact. I shall state the charges and then examine them briefly.

"Candy spoils the appetite." The fact is that sugars and sweets in general have a high satiety effect. We do not start dinner with dessert and the wise parent refuses candy to the child shortly before a meal. On the other hand, it is very useful that a few bites of candy can allay a clamoring stomach. It is not at all certain that candy taken several hours before a meal has any more effect on the appetite at mealtime than an equivalent amount of any other food.

"Candy unbalances the diet." The truth is that there are many kinds of candy and they are very different in their balance of nutrients. The older type of candy that is largely pure sugar can, if taken to excess, lead to an inadequate intake of protein and fat. The newer goods, which represents a large and growing part of your business, supply substantial amounts of proteins and actually tend to be on the high side of balance in fat.

Candy vs. Digestion

"Candy delays digestion." Large amounts of sugar may irritate the gastric mucosa and retard stomach emptying. The irritating effect of sugar is produced by quantities and concentrations that are seldom attained in eating even the older types of candies. It has not been shown that stomach emptying is actually retarded in any important respect by candy as ordinarily eaten. Again, the bar goods are generally in a different category.

"Candy means vitamin and mineral starvation." The older types of candies provide little or nothing in the way of vitamins and minerals. If large quantities of such candies are eaten it means that some other foods are not eaten and hence the intake of vitamins and minerals may be reduced. The danger in this direction is only important if the rest of the diet is poor. Candy containing nuts, peanuts, dairy products, fruits, molasses, honey, and other nutritional ingredients, however, generally supplies very appreciable amounts of vitamins and minerals, particularly the B vitamins, calcium and iron.

The present tendency in the candy industry is to make better goods and the public is buying them in increasing amount. A serious question is whether there should be a more conscious effort to improve these candies by inclusion of more vitamins and minerals. All authorities would agree that the use in candy of more good sources of these nutrients is desirable. Whether actual fortification is advisable is debatable. This could lead to advertising abuses and would probably involve the industry in costs beyond justification by the nutritional gain to the public.

Research is the foundation of the future. The candy industry needs more and more research in nutrition, in

(*Please turn to page* 31)

Use of New and Alternative Ingredients to Meet Wartime Material Shortages

By JAMES A. KING
The Nulomoline Company

This report presented at the N.C.A. Wartime Conference is a complete and exhaustive survey of present ingredint conditions. Continued from June issue.

ABOUT the only other ingredient that I can suggest to replace sweetened condensed milk, evaporated milk or powdered milk is either full fat or defatted soya flour. The soya flour may be used on the basis of approximately five to 10% of the weight of the total batch, depending upon the type of candy made. One of the chief objections to date in the use of soya flour has been the roughness or grittiness resulting when incorporating coarsely ground soya flour. It is highly probable that if the millers and processors of defatted and full fat soya flour produce a more finely bolted or ground soya flour, products of this kind will continue to be used in increasing amounts following this emergency.

Soya flour is one of the most valuable food products in the world. Those of you who have experimented with soya flour in the past and condemned it on account of bitter or other unsatisfactory factors have a pleasant surprise in store as the processes used in the past have been materially improved to a point whereby properly cured and debittered soya beans are being converted into flour containing all of the natural constituents of the soya bean including the oil. I am authoritatively informed that there are no unpleasant reactions due to the presence of the fats when the product is properly processed and used. The soya bean is one of the most complete natural food materials known. It has the highest protein content of any food stuff except the powdered whites of eggs.

An average analysis of full fat soya flour would show approximately 40 to 42% of protein and from 19 to 22% of fat, plus seven vitamins and numerous minerals. Practical tests made with full fat soya flour indicate that it can be either added to the batch during the cooking period or added after the batch has been cooked



The author at work testing some of the products mentioned in this article after their incorporation in sample candy batches.

to the desired temperature or consistency. For instance, as much as 10 pounds of the full fat soya flour may be added to a 100 pound batch of fudge. This can be done by boiling the cooked portion of the batch several degrees lower than usual, then the full fat soya flour is stirred into the cooked batch and the fondant, frappe, salt and flavoring material thoroughly mixed and the batch spread out as usual.

Fudge Naturally Grainy

As fudge has a natural grainy or crystalline texture, the presence of even the relatively mealy or coarse particle size soya flour was not too evident. Soya flour may also be added in a similar manner to many other types of candies, such as chewing or grained nougat, coconut type candies, peanut chews, chewing butterscotch, as well as in hard candies either as a center or filler or to give still greater food value to such candies as lolly pops, etc. In this case, the soya flour could be simply mixed into the cooked hard candy batch on the slab.

When making cast or cut caramels, the full fat soya flour could be added either during the cooking operation or after the batch has been cooked to the desired temperature as suggested when making fudge, etc.

Soya flour is a domestic product. Last year the United States production exceeded that of Manchukuo, placing this country in the top rank as the greatest producer of soya beans in the world. Therefore, it is highly probable that there may be no dearth of this product or of the oils extracted from the soya bean.

Another greatly improved replacement product for nuts is aerated toasted soya beans which can be purchased in the form of the whole bean or in granular or meal form. The whole puffed or aerated soya beans are quite tender and crunchy.

Pectin

Alternative ingredients for pectin would include the vegetable colloid and Irish Moss referred to under the sub-title, "Agar-Agar." However, I am informed by two producers of pectin that both citric and apple pectin will be available in increasingly larger amounts within one to two months.

When replacing corn starch with other food starches you may find that either rice flour, wheat starch or sweet potato starch will prove help-

ful. Later on, larger amounts of rice flour will be obtainable. However, wheat starch is somewhat scarce and I understand that there is only about 2,000,000 pounds of sweet potato starch produced annually.

Three test batches of jelly gums were made using a standard formula plus a quantity of each of the starches mentioned. The results obtained from these rather hasty and limited tests should be interpreted only as being indicative of the possibilities of using one or more of these starches in combination with modified corn starch as time did not permit of more conclusive tests.

In one batch of the jelly gums, I used 15 pounds of the rice flour to a total of 100 pounds of combined sugar, invert sugar and corn syrup, exclusive of water and citric acid solution. The result of this test was a somewhat cloudy and rather tough gum. It is possible that probably from 30 to 50% of the rice flour could be used along with modified starch as normally used in starch jelly gums.

Another batch of jelly gums was made using 12 pounds of wheat starch to a total of 100 pounds of combined sugar, corn syrup and invert sugar. This produced a cloudy rather firm type jelly gum, much shorter in texture than that obtained with the rice flour. Here again, it was agreed that the wheat starch could be used to replace a portion of the modified corn starch or used entirely to replace the corn starch if and when necessary.

A third batch of jelly gums was made using 11 pounds of sweet potato starch to a combination totalling 100 pounds of sugar, corn syrup and invert sugar. This resulted in a very clear but somewhat tough consistency, indicating that probably 13 or 14 pounds of the sweet potato flour would have produced a more tender and quite clear jelly gum. You may also be interested in knowing that two large corn refiners have collaborated in developing new types of starch which may be described as waxy corn and waxy sorghum starch. Despite its name no wax is present.

Flavors, Fruits, Syrups

Many new and interesting simulated flavors have been produced which include coconut flavor, cinnamon oil, oil of peppermint, chocolate flavor, oil of lemon, oil of lime and oil of anise.

I have not succeeded in locating any products that could be used alternatively for dried or processed fruits other than a preparation consisting of crushed oranges which may be used in various candies including syrup for the soda fountain.

The difficulty in obtaining sufficient supplies of corn syrup is a major problem of the industry. There is relatively little to offer by way of relieving this condition as, no doubt, all of you are familiar with the difficulty in securing sufficient supplies of malt syrup and the restrictions pertaining to the use of honey and other food sweetness. Consequently about the only other alternative ingredient for corn syrup would be invert sugar.

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"SYNTHETIC FLAVORS DUE FOR WIDER USE"

EXTRACT FROM NEW YORK TIMES, MAY 25, 1943.

Users of Flavors are recommended to get samples and prices of Synthetic Flavors and Synthetic Essential Oils from STANDARD SYNTHETICS, INC., 119 West 25th Street, New York City.

Whatever product you manufacture, STANDARD SYNTHETICS, INC. have the correct grade of flavor at a reasonable price. Please inquire for such flavors as:—

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"Washington Reports on Rationing Continues"

The Council on Candy as Food in the War Effort, an organization sponsored by the National Confectioners Association, has renewed its contract with the National Broadcasting Company for the continuance of the radio program, "Washington Reports on Rationing," for a third 13 week period extending from August 15th through November 7, 1943. Officers of the Council are: "Ted" Stempfel, E. J. Brach & Sons, chairman; B. D. Rubin, Sweets Company of America; George H. Williamson, Williamson Candy Co.; Phillip P. Gott, president of the N.C.A.; J. H. Reddy, New England Confectionery Co.; Arthur Stang, Cracker Jack Co., and secretary-treasurer of the N.C.A.; Otto Schnering, president Curtiss Candy Co.; O. G. Trudeau, Trudeau Candies; and W. C. Dickmeyer, Wayne Candies, Inc.



Mr. Jos. Hicks, public relations council for The Council talking over a program with Ernest J. Lindley, program commentator, and editor of NEWSWEEK.

Mr. Charles F. Schully, Williamson Candy Co., chairman of the Confectioners' Salvage Steering Committee presided over a recent meeting of the committee in Chicago, in which plans were made for working closely with the WPB, Salvage Division. Members present were: Mrs. Julia Stevens, Steven's Candy Shops; A. F. Dirksen, sec. the Chicago Candy Ass'n; M. D. Smithers, Mars, Inc.; F. J. Steffens, Bunte Bros.; and FrankVoyda, Nutrine Candy Co.; Miss Gertrude B. Kluck, editor The Confectioner.

Beich Named to WMC

Otto G. Beich, president of the Paul F. Beich Co., Bloomington, Ill., has been appointed as one of a committee of four business men to represent management in the Central Illinois area of the War Manpower Committee.

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Dare You Plan For 1944?

War has changed the entire complexion of candy distribution. Civilian markets now take third rank behind our Armed Forces, and the millions active in Production for Victory.

THE MARKET

Army PX Buyers, Ship Service Store Buyers, Marine Corps PX Buyers, War Plant Distributors, Jobbers selling to War Plant Commissaries . . . Syndicates, Chains, Food Distributors, Retail Buyers, etc. Over 9,000 total distribution.

THE COST

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WHERE does your own distribution fit into this picture? Have you sought a positive means for bringing your candies to the attention of Armed Forces Buyers, and those who supply our second line of offense, the War Workers? Better investigate; these are the most important markets now.

In the Directory for 1944 you have the most direct line of communication between your plant and these buyers. The Directory gives complete coverage of PX Buyers and War Plant candy distributors.

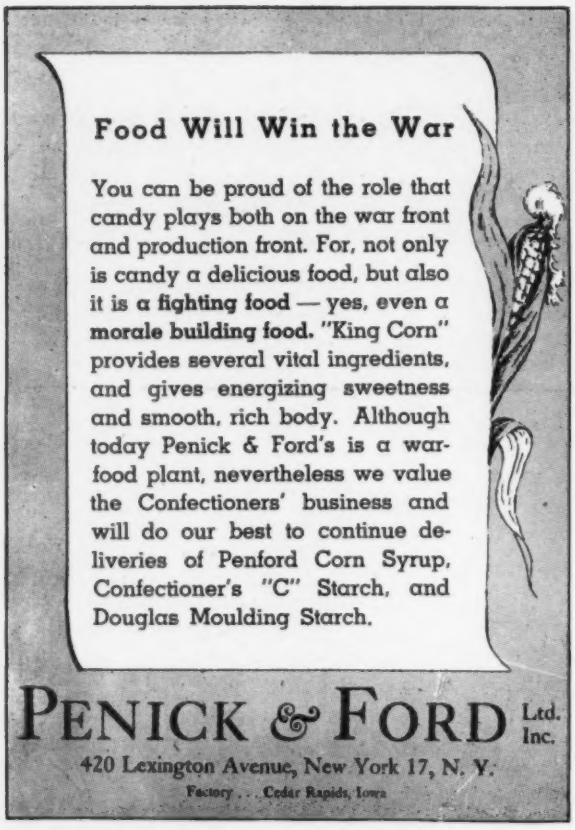
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SUPPLY TRADE NEWS

Pacific Representatives Chosen

Percy C. Magnus, MM&R president, has announced the appointment of a trio of representatives on the west coast. The three organizations are Braun Corp. of Los Angeles for Southern California and Arizona; Braun, Knecht, Heimann Co. of San Francisco for Northern California and Nevada; and Van Waters & Rogers of Seattle, Portland and Spokane for Oregon, Washington, Western Montana and Utah.

Sanib to Increase Production

Robert M. Davidson, president of Sanib Corporation, manufacturers and importers of dehydrated banana products, has left New York for Puerto Cortes, Honduras to supervise the installation of a new tunnel drier in the company's modern dehydration plant. The new unit will double the plant's output of dried, ripe bananas, raising it from 60,000 pounds a month to 120,000 pounds a month.

Standard Synthetics Change Export Name

Standard Synthetics announces that the name of their export corporation has been changed from Standco Export Corp., to Standchem Export Corp., due to a similarity to a name used by the Standard Oil Co. of New Jersey.

Taussig Joins Navy

Richard S. Taussig, formerly manager of Chicago territory for American Molasses Company, The Nulomoline Company and Sucrest Corporation, recently reported for duty in the United States Navy. He is now commissioned Lieutenant, U.S.N.R. and stationed at the Naval Air Station, Norfolk, Va.

Familiar Face Missing

Exhibits weren't the only thing missing at the recent N.C.A. Wartime Conference. The familiar face of Arthur Abbey, former representative of Union Standard Equipment Co., of New York, and Chicago, was also missing. Mr. Abbey has just been promoted to the rank of first lieutenant in the United States Army, Quartermaster Corps, stationed in Philadelphia, according to the company.

Carrier Sets Up WPB

To formulate and carry out a variety of plans and programs that will further the contribution of Carrier Corporation to the war effort a "War Production Board" has been set up by the company, it was announced by Cloud Wampler, president of the corporation.

Citric Acid Substitute Appears

Due to the practical blackout of the available supply of citric acid and to the probability that this condition will last for the duration, a new liquid product, known as "Tartex" has made its appearance. One gallon of this material equals fourteen pounds of citric acid. It is prepared for use in beverages, jellies, marmalades, candy, gum, and syrups.

CONFECTIONERS' BRIEFS

N.C.A. in New Home

The National Confectioners' Association has announced the transfer of their offices from 224 S. Michigan Ave., to their present new location at One North La Salle Street, Suite 1414-1417. The new zone number is Number 2 and the new telephone number is Franklin 1492. All visitors welcome.

Temporary Corn Syrup Relief

The following message has been sent by the Deputy Administrator in Charge of Rationing, OPA, in Washington in regard to releasing of sugar for relief of companies not able to get corn syrup: "Acute shortage of corn sugar and corn syrup has created need for replacement with cane and beet sugar to insure continued availability of sweetened end products to consumers while whole problem is under consideration by Washington office. Because of suddenness with which this situation arose, technical and administrative details for issuing such replacement cannot be completed at once. In the meantime you may find instances in your region for which immediate action is required because of demonstrable hardship such as imminent closing of a business with resulting loss of products to consumers. In such cases you are authorized to grant a sugar allotment as replacement for corn sugar and corn syrup subject to the following conditions—only persons registered as industrial users of sugar are eligible. For production bread type products and pharmaceutical replacement shall not exceed 50% of quantity corn sugar and syrup used for specified purpose during July and August of 1942. For all other uses replacement shall not exceed 25% 1942 July-August use for specified purpose. One pound of sugar shall be considered equivalent to one pound of either corn sugar or corn syrup regardless of relative sweetening value. The term "corn syrup" does not include blended syrups."

Sweets Company Personnel Changes

Mr. Bert Rubin, president of The Sweets Company of America, Inc., announces the election of Mr. Joseph T. Hand as treasurer of the company. Mr. Aleck Abrahamson vice president in charge of sales has announced the appointment of Mr. Sam E. Rich as sales manager of the firm.

Merck Official Dies

Gustave Bayer, formerly manager of the New York branch of Merck Co., Inc., manufacturing chemists, died at Bronxville, N. Y. on May 17. Mr. Bayer was with the company from July 15, 1895 until his retirement on July 1, 1941.

MM&R In Expansion Moves

Magnus, Mabee & Reynard, Inc., prominent manufacturers, importers and distributors of essential oils, perfume and flavor oils have purchased a building adjoining the receiving and shipping division of their present plant, in New York City. It is planned to use the new building for storage of the company's many commodities. Almost simultaneously, MM&R announced still another addition to the office and warehousing facilities of the company's headquarters in Chicago.

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NEWARK, N. J. EST. 1897

Job Training Within Industry

(*Continued from page* 10)

The J.I.T. program is given in five two-hour sessions with groups of 10-12 at a time. During the first two hours the simple four step plan is developed and demonstrated. It is shown that mere *Telling* alone is *not* good instruction. It is also shown that *showing* alone is *not* good instruction. Of course, people do learn with *enough* telling and showing but these are not sure and dependable methods. Then the sure and dependable method is demonstrated. The simple four step plan of instructing is shown below.

HOW TO INSTRUCT

Step 1.—Prepare the Worker
- Put him at ease.
- Find out what he already knows about the job
- Get him interested in learning job.
- Place in correct position

Step 2.—Present the Operation
- Tell, Show, Illustrate, and Question carefully and patiently.
- Stress key points
- Instruct clearly and completely, taking up one point at a time—but no more than he can master.

Step 3.—Try out Performance
- Test him by having him perform job
- Have him tell and show you; have him explain key points.
- Ask questions and correct errors.
- Continue until you know HE knows.

The Follow-up

Step 4.—Follow-up
- Put him on his own. Designate to whom he goes for help.
- Check frequently. Encourage questions
- Get him to look for key points as he progresses
- Taper off extra coaching and close follow-up.

If the worker hasn't learned, the instructor hasn't taught.

During the second two hours, two members of the group volunteer to put on an instruction demonstration based upon the above four steps. The members participating are then shown how to plan or time their instruction by the use of a timetable and shown how to organize or break down their jobs for instruction purposes.

The remaining six hours are devoted to practice by members of the group, each acting as an instructor using the four step method and breaking the job down into steps and key points. It is this practice (learning by doing) that makes the participants better instructors.

Nutritional Value of Candy

(*Continued from page 22*)

consumer preferences and uses, and in technology. For several years I have advocated an increased use of dried fruits in confections and I believe most nutritionists would agree. Research is needed to discover what dried fruits to use and how to use them so as to make and sell a more nutritious product. Research is needed on the nutritive value and digestibility of present candies. Research is needed on the factors which affect the keeping quality of candies. Research is needed on manufacturing processes which may destroy the vitamins contained in the raw ingredients.

The science of nutrition is still in its infancy, particularly with regard to practical applications. It can only progress through research. You represent an important food industry and, accordingly you have a stake in nutrition. As our knowledge progresses there will be dietary changes in which you must be vitally interested. I believe you have a great future but one which also holds great challenges.

Cocoa and Sugar Harvest is Reviewed

The 1942-43 Brazilian cocoa-bean crop is still estimated at 2,000,000 bags of 60 kilograms each.

About 90,00 bags of 70 kilograms each (1 kilogram equals 2,2046 pounds) of cocoa beans have already been harvested from the summer cocoa crop in the Dominican Republic. A total summer crop of from 210,000 to 220,000 bags is expected by the trade. The quality is good, and the beans have only slight markings as a result of excessive moisture. Prices continue strong to the producer, averaging around $5.65 per 50 kilograms.

Canadian sugar beet acreage is higher in most cases than last year by about 10 per cent. Honey production in that country reached 24,086,000 pounds according to the most recent estimate for 1942.

Larger quantities of sugar were exported from the Dominican Republic during the first five months of 1943 than during all of 1942, and as a consequence only about 94,000 short tons of the 1942 crop remain.

The 1942-43 Salvadoran sugarcane crop yielded about 19,000 short tons. Domestic consumption of sugar in El Ealvador during 1943 is expected to be about 12,000 tons.

Honey production in the Republic of Panama in 1942 amounted to 6,691,956 pounds and the brown sugar production for last year was 2,238,481 pounds. Sugar production in the Republic of Panama is not enough to satisfy domestic consumption.

No S.W.C.A. Convention

Decision to forego an annual meeting of the Southern Wholesale Confectioners Association, Inc., has been made in a mail vote by the Board of Directors, it is announced by A. R. Liddell, Shreveport, La., president. The decision was made, Mr. Liddell said, after investigation had revealed that hotel accommodations in the South for such a large group meeting were difficult if not impossible to be had. Transportation difficulties, while a problem, was not the principal obstacle, as rail accommodations can easily be obtained if reservations are made ahead. Abandonment of the idea of an annual meeting this year will make it necessary for the present officers to serve until such a meeting is called. Therefore, President Liddell is calling a meeting of the Board of Directors for the Ansley Hotel, Atlanta, Ga., on the middle of July.



FOR NEARLY forty years, Mapleine has been a favorite candy flavor. Now in wartime it's a special help.

IT helps you spread your supply of chocolate by fortifying its flavor. You can use less chocolate in toppings, caramels, bar goods when you boost chocolate flavor with Mapleine. Yet you get the chocolate-rich flavor you want. And Mapleine can replace some of the flavors, fruits and nuts affected by wartime shortages. A grand flavor for creams, caramels, fondants and bars. Won't cook out, won't change in storage. Economical, too! A little flavors a lot.

★ LEARN more about Mapleine's special uses in wartime. Order from supplier or Crescent Mfg. Company, 659H Dearborn St., Seattle, Wash.



MAPLEINE
IMITATION MAPLE FLAVOR
The "Extra Help" Flavor in Wartime

Since 1881, The Hubinger Co., Keokuk, Iowa



Use our service departments for your technical problems at all times.

HUBINGER

UNIFORM . . . DEPENDABLE
Confectioners' Corn Syrups, Thin Boiling Starches, Moulding Starch

OK Brand

WORTH SHOUTING ABOUT:

CANDY IS DELICIOUS FOOD . . . ENJOY SOME EVERY DAY



CURTISS Butterfinger
RICH IN DEXTROSE

CURTISS CANDY CO.
CHICAGO, ILLINOIS



Your No. 1 customer is our chief concern too

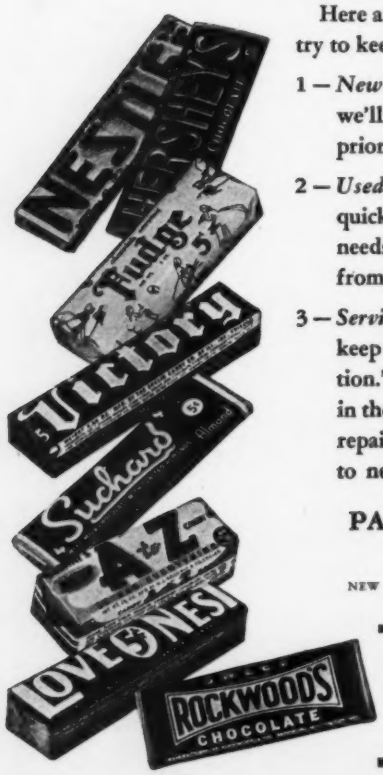
You and we are both working mainly for the same man these days — the fighting man . . . And though our plant is heavily engaged in turning out the armament machines to supply his *ammunition,* we haven't lost sight of the important part that wrapping machines play in supplying him with candy and other essential foods.

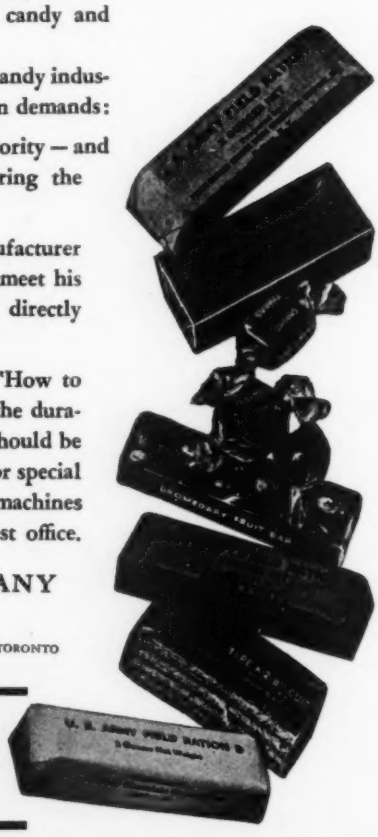
Here are three ways in which we are helping the candy industry to keep wrapping facilities abreast of production demands:

1 — *New machines:* These can be obtained on priority — and we'll give you helpful information on securing the priority.

2 — *Used machines:* We have given many a manufacturer quick assistance by locating used machines to meet his needs. These machines are bought or leased directly from the owner.

3 — *Service:* We've prepared a helpful book on "How to keep your wrapping machines on the job for the duration." If you haven't a copy of it, write us. It should be in the hands of every factory superintendent. For special repairs, new parts, or assistance in converting machines to new forms of wrapping, consult our nearest office.





PACKAGE MACHINERY COMPANY
Springfield, Massachusetts

NEW YORK CHICAGO CLEVELAND LOS ANGELES TORONTO

Field rations and tons of candy bars for canteens are being wrapped on our various candy machines

PACKAGE MACHINERY COMPANY

Over a Quarter Billion Packages per day are wrapped on our Machines

Make Candy Packaging
Retain Your Product Identity

To maintain customer appeal following the war, it's necessary to make a definite effort now to hold those customers. Making them "take what they can get" isn't the answer. Give them what they want and you won't lack sales, now or when the war is over.

By EDGAR P. MERCER
Associate Editor,
THE MANUFACTURING CONFECTIONER

We're in the midst of a seller's market. The candy industry, like many other industries, can sell its product like the proverbial "hot cakes" regardless of the quality or package. With civilian palates craving sweet things in these days of sugar ration—and short supplies of candy, people will buy the available candy almost without a second glance at the package.

But such a situation isn't going to last forever. When the last gun is fired and the last axis prisoner has been rounded up, when candy plants go back to their normal production for the public, then the reaction will set in. People will remember how one candy tasted better than another did. They will remember how one box of candy made a much more attractive appearance than another. They will remember how the candy bar, carefully wrapped and presented, appealed to them and will ask for it again.

They may not remember the trade name, but they will remember what the package or wrapper looked like and they will select accordingly.

Therefore, you as a candy manufacturer who is interested in holding your customer after the war as well as selling new ones, must give much time and thought now to the impression your package is making upon the public consciousness.

Changes Are Rapid

The merchandising, marketing and packaging picture has been changing so fast that it's almost impossible to keep track of all the alterations. New methods of manufacture, packaging and distribution have been devised. However, we are interested here, principally in those new methods of packaging.

There are authorities who believe that the self-service, super-markets will become the corner-stone of all future retailing. There, the package is the thing that attracts the eye of the prospective purchaser. But whether or not your candy will be sold in self-service markets or whether it is handed to the purchaser by a clerk, it's up to you to present your product now in an attractive manner despite the fact that you are forced to substitute container materials and size and decoration.

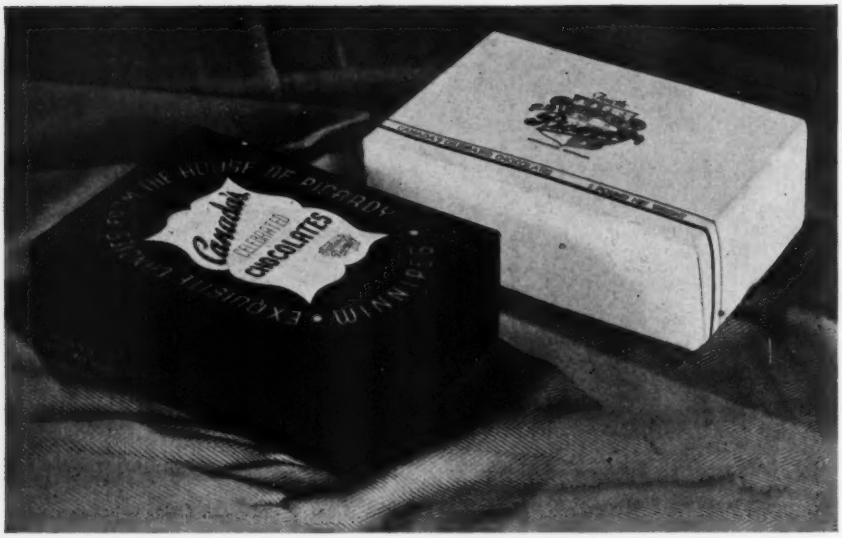
Wartime packaging design should and must be functional if it is to meet the present regulations. The metal container, the cellophane wrapper and the rubber-sealed glass jar will soon be mere curiosities.

Each package must be designed to do the job for which it is intended, with the use of the least amount of materials. The problem must be approached with an entirely new outlook.

As more innovations are forced by sheer necessity, appearance must be watched as it will play a more and more important part. It is up to the wartime designer to create memory-appeal in his packages because that is the thing that will hold customers in the scramble for business that is

An example of how redesigning a package gave it more "omph" and sales appeal. Packaging must continue to have sales appeal, even with the use of substitutes during the war.





At the Left is the Redesign of the Package Shown at the Right. Note that the redesign gives the impression of greater size, while the illustration tends to convey a compact, yet interesting overall appearance.

likely to result following the war.

Candy packages are showing the effects of the substitution of materials and the cutting down of decorative effects. However, each manufacturer is meeting the problem in his own way and most of them are doing a fine job.

Examples Are Offered

Recently, we mentioned the package changes made by two companies. Now, we would like to describe a couple other changes that have been made, showing how original packaging materials can be replaced without losing anything of the individuality or eye-appeal of the product.

The Sweets Company of America, makers of the famous Tootsie Rolls confection, has reported that they have consolidated their former lines in a box assortment called Tootsie Temptees. This box has replaced the former cellophane wrappers and in place of the foil formerly used in wrapping, this company is now using glassine and waxed paper for wrapping purposes.

Another example of how a packaging change has been made without losing any part of the identity of the company or its trade mark, is the change made by the Rockwood & Co., in the packaging of their cocoa product.

Cocoa, traditionally packed by this company, in a four-ply, paper canister with metal ends and plug top, is now appearing in an automatic duplex paper bag using a patch bottom. The new bag, of 50-lb., white, P. K. embossed bond with a 40-lb. natural draft liner, is imprinted to give the family resemblance of the Rockwood line and is marked "Emergency Package."

This package, in tests made upon it, has proven its capacity to take hard usage and still come up looking as good as the day it was put out.

We recently purchased two packs of Collins Walnettos on a drug store candy counter. One was wrapped in a glassine- or cellophane-type of overwrapper which allowed the individual squares or Walnettos to be visible to the purchaser. This probably was one of the packages made up before regulations went into effect on the use of that material.

No Sales-Appeal Loss

The other Walnetto package was wrapped in the same way with the exception that a semi-opaque, waxed paper was used in the overwrapper. It's true that the second package didn't have quite the eye appeal that the original one did because the Walnettes weren't as visible. However, nothing was lost in the use of the substitute because the Walnetto trade mark was still prominently in evidence and the package had the same appearance of neatness, display value and careful packaging that attracts customers to that particular confection.

In other words, these three examples show clearly that sales appeal need not be lost by use of substitutes in packaging.

In this fight to retain individuality and quality consciousness among buyers, an important consideration is decorative designs and wrappers for candy packages.

"There is sound psychology," says

"WERTHY"
TRADE MARK REG.
RIBBON SPECIALISTS
Large Range of Ribbons For Candy Packages
Gauze Ribbons—Satin and Novelty Effects—Ribbonzene and Patriotic Ribbons
"Where quality merchandise Costs no more"
W-E-R RIBBON CORP.
440 Fourth Avenue New York, N. Y.

CANDY TIED WITH RIBBONS — Means More Sales
We have largest stock in the Middle West
Satin—Messaline—Tinsel—Novelty Ribbons—Rib-O-Nit—Ready-Made Bows—and Rosettes.
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429 W. Randolph St. Chicago

RIBBONS by TAFFEL

Ribbons dress up the candy box . . . Carry out YOUR ideas with TAFFEL RIBBONS and you'll increase sales. Samples and prices on request. Send for free instructive booklet.
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95 Madison Ave. New York, N. Y.

FRESH FROM *Factory* TO *Fox Hole*





Riegel Paper Protects Cereals in Special "Eat-Right-Out-of-the-Box" Package



Dried Eggs and Many Other "Lend-Lease" Foods Use Riegel Protective Papers



New Papers Have Been Developed for Packaging of Field Rations

It used to be..."Fresh from Maker to Consumer." But today...with "consumers" scattered all over the globe; living and fighting under all sorts of conditions and climates . . . the problem of keeping food fresh is taxing the dexterity of packaging engineers as well as the output of packaging materials.

We have helped many food products to solve this problem, for the primary function of Riegel Papers has always been the *protective* packaging of food...and we have helped to do it simply, quickly and inexpensively through variations or combinations of known materials.

These increased demands and government restrictions on output now prevent us from accepting new business...but we are still just as able and willing as ever to help you find a solution to your present packaging problems or to assist in preparing new horizons for your food packaging of tomorrow.

RIEGEL PAPER CORPORATION

85

342 MADISON AVENUE • NEW YORK, N. Y.

PROTECTION . . .

of your candies is vitally important!

It is good sense to make sure that your candies are safe in the box, well protected from breakage, weather and spoiling. You can prevent waste of valuable sugar and chocolate by better packaging protection. It pays.

Check these Packaging Supplies . . .

- Candy Mats (Flossine, Padsit, Decopad)
- Dipping Papers
- Shredded Papers
- Globular Parchment
- Glassines
- Wax Papers
- Embossed Papers
- Chocolate Dividers
- Boats and Trays (Plain and Printed)
- Layer Boards
- Die Cut Liners
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- Protection Papers

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. . . And write for Samples and Prices

George H. Sweetnam, Inc.

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Manufacturers of Paper Products

Until VICTORY Remember This



BUY BONDS

Packaging Catalog, "behind the public's continued demand for decorative wrappings in spite of the wartime emergency. It is the urge to hang onto the niceties of peacetime to which we hope soon to return. If at all possible, these demands must be met both for the packaging gifts and for the enhancement of the little luxuries which present economies permit."

Wrappings are Supervised

Cellophane, foils, metallic inks and protective wrappings such as glassines, greaseproof and vegetable parchments, all of great importance in candy packaging, have been placed under rigid supervision by the WPB and are "out" for the duration.

But as long as there is colored printing ink and paper available, we will have our holiday wrapping papers. America is still color conscious and wants nice paper and string in which to wrap its gifts. Even a low-priced item, attractively packaged, is a morale-builder in its own right, and the urge to give and to use materials in this fashion will continue, at least until things get much tougher than anyone expects them to now.

Candy lends itself to special efforts at presentation. Its very nature makes it imperative that it should appear in a pleasing setting, especially boxed candies. It's true now-a-days, with with the large employment of men and women in factories, that candy, especially bars, are down among the working class of foods. Therefore, a candy bar which can be eaten with very little fuss and bother is more welcome in those places.

But when a surprise or "treat" is intended, then boxed candy is the accepted form and the average candy buyer will pick the one that looks the most expensive even though it might not be in actuality.

An experiment was reported recently in which a candy store proprietor decided to find out whether high quality, or the illusion of high quality, meant anything as far as the cash register was concerned. He placed a display of candy retailing at 39c per pound in his window and beside the display, he placed a case of the finest silverware he could buy. He noticed this interesting phenomena:

His customers purchased far more candy than they had ever purchased before. His sales jumped very substantially. Then after a certain period with the display intact, he removed the case of silverware and reduced the price of the candy about 10c. In short order, his sales dropped to their former level, proving in his mind, if not scientifically, that the silverware of high quality, gave an illusion of higher quality to the candy displayed beside it.

Psychology of Packaging

That's the psychology back of candy packaging. The box that might carry the words, "John Doe's Chocolates" written across the top of the cover might sell a reasonable amount of candy if placed alone. But if a box with a well-proportioned design, carefully prepared with harmonizing colors and showing the effects of careful thought in production was placed beside the first package, there would be no comparison in the way the second box would outsell the first. Attractiveness and care in packing are just as vital with the use of substitute packaging materials as it was before the war.

Saving your product's indentity is one of your biggest postwar problems and if you are going to do any postwar planning, you'd make an important contribution to your own sales by maintaining your product identity and your reputation for quality.

British Recognize Sugar Value

On May 14 and 15, the New York Times carried reports of interviews with Richard K. Law, chairman of the United Kingdom delegation to the United Nations Conference on Food at Hot Springs, Virginia. Amongst others, the following statements and observations were made which are of importance: "In addition to their home rations, school *children get extra large allotments* of *SUGAR*, meat, fats and *preserves*," and that "under this national food policy for insuring a correct and adequate diet, industrial workers are provided with properly balanced midday meals at industrial canteens and restaurants, *with extra allowances of SUGAR*, meat, cheese, fats and *preserves*, especially in heavy industrials like dock work, mining, quarrying, iron and steel, and metal extraction."

Michigan Okays Saccharin Use

The use of saccharin, when so labeled, in the manufacture and production of foods, beverages and drinks for human consumption is now permitted in Michigan under State Senate Bill No. 141.

Cream-O-Chocolate Leases Building

The Cream-O-Chocolate company of Wichita, headed by Jess D. Gibbons, recently leased a two-story and basement building for a factory branch.

National Pays Dividend

The National Candy Company declared an extra dividend of 25c recently on the common stock in addition to the regular quarterly payment of 25c. A similar extra was paid in April. The regular quarterly dividends of $1.75 each were declared on the first and second preferred stocks. Seven dollars was paid on the preferred stocks last year.

Philadelphia Bond Sale Success

The Confectionery Salesmen's Club of Baltimore, Inc., announces that its war bond committee has completed its campaign with a total sale of $105,000 worth of bonds to the jobbers, manufacturers and salesmen for the National Confectionery Salesmen's Association. The committee under the chairmanship of Mr. Samuel A. Spector was as follows: Samuel Rosenthal, Thomas V. Watts, John G. Pents, J. Howard Watson, and John O. Huber.

Atlanta Drug and Chemical Club Election

At a recent meeting of the one-year-old Atlanta Drug and Chemical Club, all officers were re-elected for their second term. These included George R. Fellows, President; L. W. Robinson, Vice President; R. D. Rainey, Secretary; A. W. Duke, Treasurer; and Fred A. Lewis, Chairman of the Board.

Life Savers Sales Top 29-Year Record

Life Savers Corporation, Port Chester, N. Y., in 1942 earned net profits of $949,597, or $2.71 a share, compared with $1,030,498, or $2.94 a share on the same amount of stock in 1941, E. J. Noble, chairman of the board announced in his annual report. Sales for the year were $6,535,266, an increase of 12.3% over 1941, the dollar volume being the highest in the 29 year history of the company.



ALWAYS DEPENDABLE

IDEAL

WRAPPING MACHINES

The satisfaction of KNOWING that their wrapping machines will give EFFICIENT, UNINTERRUPTED SERVICE AT ALL TIMES is just one reason why candy manufacturers the world over prefer IDEAL Equipment. These machines, suitable for both large and small manufacturers, are fast, always dependable and economical. The SENIOR MODEL wraps 160 pieces per minute; new HIGH SPEED SPECIAL MODEL wraps 325 to 425 pieces per minute.

Both machines are built for the most exacting requirements and carry our unqualified guarantee.

Write For Complete Specifications and Prices

IDEAL WRAPPING MACHINE CO.

EST. 1906

MIDDLETOWN, N. Y. - - - U. S. A.



CURTISS CANDY CO., CHICAGO, ILL.

Reprints . . .

of articles appearing in The MANUFACTURING CONFECTIONER may be obtained in quantities of 100 or more for the cost of printing. Useful for mailing to your customer list, or any others whom you may wish to interest in the subject covered. Write for prices to.

THE MANUFACTURING CONFECTIONER
400 W. Madison St. Chicago, Ill.



MACHINERY FOR SALE

New and used steam jacketed copper kettles, various sizes, attractive prices and good deliveries. Address F-6436, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

MACHINERY FOR SALE: 1 Werner Drop Machine, 1 Racine Duplex Sucker Machine, 3—3x8 Cooling Slabs, 4 Mills Batch Rollers. Address E-54315, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

FOR SALE: 1 Package Machinery Sucker Wrapper; 1 Each Package Machinery Model K and KD Kiss Machines, with motors; 2 Hildreth Pulling Machines, No. 6, double arm, 200-lb. capacity, motor driven, and 2 Hildreth Pulling Machines, display models, 10 to 25 lb. capacity; 3 American Candy Pullers, factory sizes, 100-lb. capacity. Address C-3437, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

FACTORIES WANTED

WANTED for cash on the spot a candy factory with not less than 1000 bag per year sugar quota. Equipment and good will not of much importance. Address C-3431, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

We are interested in purchasing a modern going candy factory located in the east or far west. Prefer one equipped for making fudge. Send complete details to C-3432, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

WANTED: Candy factory. Will purchase for cash, operate, and keep organization intact. Have sufficient capital and knowledge of business to operate company successfully. Will pay 'spot' cash with or without real estate. Please give full details. Address C-3435, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

MISCELLANEOUS

BLANK PUNCH BOARDS—from 600 to 1500 size. State quantity and price. Address: Post Office Box 860, New Orleans, La.

WILL BE GLAD TO CONSIDER AN INTEREST in a substantially sound factory in the middle west. Small or medium size. I know my plan of operation and distribution will realize more profit per pound. Address F-6433, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

WANTED—Job Lots—Corn Syrup, Other Syrups, Nuts, Fruits, Albumen, Cellophane, Miscellaneous Supplies. Highest Cash. Cramer, Box 644, Frederick, Md.

MACHINERY WANTED

EQUIPMENT WANTED!

You can perform a war time service by putting every idle machine back to work! We have jobs for idle equipment in plants doing war work. Wire collect what you can offer.

UNION STANDARD EQUIPMENT CO.
318 Lafayette St., New York, N. Y.

ONE OR MORE 5 ft. Dayton Cream Beaters. Must be in good condition. Top cash prices paid Address G-7431, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

Rost or Baker Perkins Hard Candy Cooker. Baker Perkins Cutting & Wrapping Machine. Forgrove Wrapping Machine, Rose Wrapping Machine, Rost Pastic Machine, Hohberger Ball Machine. Address G-7438, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

Machinery Wanted—A starch cooler and dryer. Address E-54317, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

MACHINERY WANTED

WANTED:
Pop Wrapping Machine

State Cash Price, Age, and Serial Number of Machine.

E. ROSEN COMPANY
296 Charles St.
Providence R. I.

CUT ROLL MACHINE for making Hand Roll Centers. Must be in good condition. Advise best price. Address 6434, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

WANTED: A cream beater, about 100 gallon capacity. Address E-54313, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

Wanted to purchase for cash the following equipment: Automatic Nougate Cutter, 50 Gal. Double-action Tilting Steam Kettle, Motor driven, Enrober 16", Two-way Caramel Cutter, Nougate Beater, and Aluminum Molds. Give Full details, price, and where equipment may be inspected. Interested only in new type equipment in A-1 condition. Address E-54314, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

Machinery wanted by manufacturer: Hildreth Motor-Driven Form 6 Puller; Simplex Vacuum Cooker with Extra Kettle; Brach Cutting Machine with Complete Set of Rolls for Hard Candy, and with Tunnel; Batch Warmers. Prefer location on West Coast. Please give full description of condition. Price wanted. Address E-5431, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

UNION Rebuilt Machinery Established 1912

CANDY

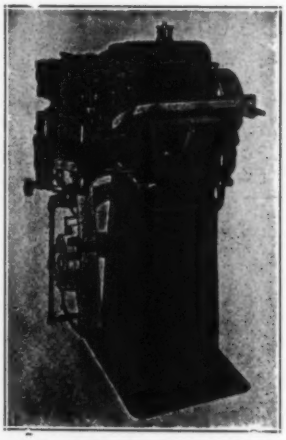
IS FIGHTING FOOD ON THE FIGHTING FRONT, ON THE HOME FRONT! KEEP IT ROLLING WITH

IN STOCK READY FOR IMMEDIATE SHIPMENT!



UNION REBUILT GUARANTEED EQUIPMENT!

ALL OFFERINGS SUBJECT PRIOR SALE! WIRE COLLECT FOR PRICES AND INFORMATION!



3 Special High Speed Ideal Caramel Cutters and Wrappers cap. over 350 per minute.

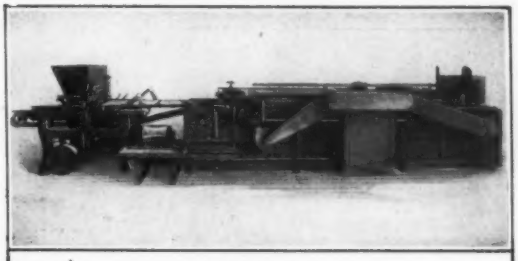


National Equipment Chocolate Melters 300—500— 1000 lbs. cap.

We pay cash for surplus equipment from a single machine to an entire plant.

JUST RECEIVED →

National Equipment Fully Automatic Steel Mogul, motor driven, with motor driven depositor. This machine was in operation until recently and was maintained in excellent condition.



STEEL MOGUL

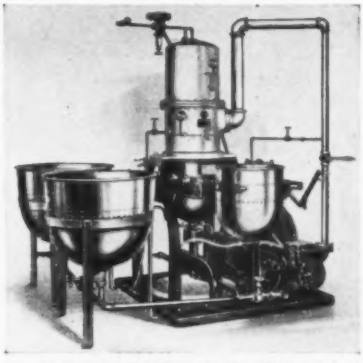
1—Simplex, Model E, Steam Vacuum Cooker, Double Tilt Type for use between 2 Cream Beaters.

KETTLES

1—National Equipment Chocolate Kettles—2000 lb. cap.
1—Lehman Chocolate Kettle—2000 lb. cap.
3—National Equipment Chocolate Kettles—600 lb. cap.
1—National Equipment Chocolate Kettle—400 lb. cap.
Steam Jacketed Copper Kettles .10-100 gal. cap.

• • •

1—National Equipment Co. Fully Automatic Wood Mogul.
2—Package Machinery Co. Model K, Kiss Machines.
Racine Die Pop Machines, Models M & H, with all dies, conveyors, parts, etc.
Savage Marshmallow Beaters 80 gal. cap.
60 gal. Cream Breaker
Mills No. 20 Marshmallow Beaters
Racine Pulling Machine.
York Batch Rollers.
Peanut Roaster—1 bag cap.



National Equipment Continuous Cooker, with pre-melting Kettles.

1—150 gal. cap. Copper Steam Jacketed Vacuum Pan complete with vacuum pump and accessories.
1—Friend Super-Dreadnought Plastic Machine, cap. 450 lbs. per minute.
1—Greer 32" Coater Complete with all attachments, cooling tunnel and packing table.

UNION STANDARD EQUIPMENT CO.

318-322 LAFAYETTE ST. NEW YORK 12, N. Y.



MACHINERY WANTED

MACHINERY WANTED: 1 Model K.D. Kiss Machine. Address E-54316, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

MACHINERY WANTED: URGENTLY WANTED: Copper Coating Pans and Vacuum Pans; Tablet Machines; Dryers and Mixers; Jacketed Copper and Aluminum Kettles. Describe fully and quote prices. Address A-1433, c/o THE MANUFACTURING CONFECTIONER, 400 West Madison Street, Chicago, Ill.

WANTED: Steel or wood moguls, automatic ball machines, and starch dryers. Interested in modern equipment in good operating condition. Give full details, price, and where equipment may be inspected. Will pay cash and remove immediately. Address C-3436, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

HELP WANTED

CANDY MAKER—NEW PRODUCTS DEVELOPMENT: Wanted experienced candy maker with experimental temperament, to develop new products using new ingredients. State age, experience, education and salary. Address G-7432, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

WANTED: By well known concern, man with practical candy making experience and some engineering ability who can take charge of new plant layouts and modernization plans for small and medium size candy plants. Wonderful opportunity for right man. Address G-7433, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

WORKING SUPERINTENDENT for middle-sized high-class plant in New York City, manufacturing hard candies and chocolates. Steady employment, adequate salary with assured advancement for qualified man. White full details. Address F-6432, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

HELP WANTED

SUPERINTENDENT WANTED—For moderate sized manufacturing plant in the East. This is a permanent position with a splendid opportunity for the "right man." He must have a thorough knowledge of candy making, production and labor management, and equipment. Good salary. Write full details, state qualifications and experience. Address G-7437, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

We are looking for a working Superintendent who is now working but feels he is not recognized or paid on the basis of his ability and services. We are prepared to pay you well and have you part of a substantial firm located in Western Penn. Write giving age and experience. Address F-6435, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

ASSISTANT TO SUPERINTENDENT OF LARGE CANDY MANUFACTURING COMPANY
Permanent position. Excellent salary. Splendid executive opportunity. Must have thorough knowledge of candy making, plant operations, and labor management. Write full details of your qualifications and experience. Address E-5439, THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois. Your application will be considered confidential. Our organization has full knowlege of this advertisement.

FOREMAN--CANDY MAKER. Experienced in making and supervising the manufacture of caramels, fudge, toffee and similar candies. Modern plant and equipment. A good man will enjoy working here. Write stating age, draft classification and experience. SWEETS CO. OF AMERICA, INC., 1515 Willow Ave., Hoboken, N.J.

HELP WANTED

ENROBER MAN, steady job in New York. Give full details regarding experience, salary expected, age, in first letter. Address, F-6437, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

Have you a boy in the Pacific? Do you want to be there when he comes ashore. We have a place in Los Angeles, California, for the following well recommended people. High class cast cream man for box candy. One competent hard candy man. Three chocolate dippers. Address E-54311, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

HELP WANTED: Experienced candy maker. Must have real experience with the making of high grade candy. Apply Andes Candies, 4430 North Clark Street, Chicago, Ill.

CANDY MAKER WANTED: All around man for steady employment, not just a war job. Prefer man over 50 years of age. Good pay. Ellenel Candy Company, Monroe, Louisiana.

FORELADY—For small Chicago factory. To take charge of Chocolate and other departments on Packages, Bars, Penny and Bulk goods. Present forelady leaving on account of health. Therefore, apply at once. Address E-5438. c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

FOREMAN — All around working foreman. Advise your experience and whom you have worked for the last ten years, also wages expected. Address E-5437, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.



POSITIONS WANTED

SUPT., ASS'T., or FOREMAN by a practical candy maker who has had over 32 years of broad experience in hard candy, creams, gums, jellies, marshmallow, pan work, and solid chocolate, both cheap and high grade goods; who understands costs thoroughly and all types of machinery and knows how to handle help to get the best results. Age 46, married, doesn't drink. Would like to make a change by Aug. 1st or sooner. Address G-7435, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

FIRST CLASS all around retail candy maker desires change. Strictly sober, married, age 50, exempt from military service. Clean and conscientious workman. Thoroughly experienced on a diversified line of goods for the better retail trade. Chocolate centers of all descriptions, bon bons, caramels, patties, jellies, brittles, toffees, fudges, divinity, plain hard candies, chews and kisses, counter goods, specials, etc. Job must be worth $75 or more per week and steady. Available in 30, 60, or 90 days. If you need good, reliable and efficient help, please contact me at once. References, details, address G-7434, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

SUPERINTENDENT or PRODUCTION MANAGER desires permanent connection with reliable manufacturer. General line or specialties. Twenty-three years experience in candy manufacturing, eighteen years of which have been in the above capacities. Experienced in all phases of the business and familiar with all modern equipment. Address E-5435, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

POSITIONS WANTED

PERSONNEL DEVELOPMENT: A superintendent with a sound training and background as a practical and technical candy man, has by actual contact experienced the procedures and methods adopted and results accomplished in this and other large food industries with the development of successful Personnel management. Present and future labor regulations and conditions, require the tact and experience to efficiently handle all matters of Industrial Relations, good knowledge of personalities; the faculties to determine the talents of and the ability to properly teach the employe to really fit the job; the will to create interest with the individual, to further stability and quality. These are among the economic factors, that establish better workmanship enthusiasm and permanency. The advertiser is qualified to direct and convey value to your organization. Knows this business, both production and administrative ends. Good connection, moderate salary desired. Address F-6431, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

SUPERINTENDENT: An able man, with a background, that embraces the training necessary, to successfully cope with all the phases of production and its problems. An executive and a practical candy maker, that has considered and applied in detail the relative factors and affiliations of all raw materials and their composite values, to operating costs and quality standards, up to the point of consumer requirements. Has the tact and experience to intelligently accept orders and to train and direct plant personnel, in accordance with present and future labor requirements; to create interest and good performance among employees. Appreciates the value of equipment care and its capacity. Fully experienced with package goods, general lines, bars, specialties and chocolate coatings. Good records available. Interesting connection with moderate salary, desired. Correspondence accepted in strict trust. Address E-5433, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

POSITION WANTED

POSITION as Supt. or production manager in small factory or high grade retail store. Advertiser is a practical candy maker and can himself produce highest quality goods, but is more valuable as director or instructor on account of his knowledge and experience than for too strenuous work. Address D-4434, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

Position Wanted: Supt. of small plant desires to make a change. 30 years with present Co. Age 50 years. Prefer middle west or west coast. Address E-54310, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Illinois.

WANTED—Position as foreman or superintendent. Prefer midwest. Thoroughly experienced in general line and bar goods. Can furnish good references. Available at once. Address E-54312, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

SALES REPRESENTATIVE

DO YOU HAVE PRODUCTS for candy manufacturers? I will guarantee volume of sales and can render service for the product. Long experience in the candy industry and large following. Located in Chicago. G-7436, c/o THE MANUFACTURING CONFECTIONER, 400 W. Madison St., Chicago, Ill.

Jobber calling on stores, manufacturing plants, etc. specializing on fairs, celebrations, wishes additional lines of penny, bar, package goods, nuts, potato chips, pop corn, caramel corn, novelties, and kindred lines. Strictly cash. Address William J. Vance, P.O. Box 6609, Pittsburgh, Pa.

MEET THE CORN SYRUP SHORTAGE EMERGENCY

by

The SIMPLEX Way

HARD CANDY . . . All Pure Sugar . . . or Any Combination of Ingredients cooked perfectly with

The Simplex Vacuum Cooker



Patented

A few rebuilt units are now available—orders for new machines being entered for post war delivery.

Hard Candy made in the **"Simplex"** Vacuum Cooker is highly lustrous, drier, whiter, keeps lustre longer and has a more satiny texture and finish.

It is particularly versatile—any size batch from 25 to 200 pounds can be cooked alternately, as desired, and the ingredients or type of candy varied when necessary without the loss of time.

Furnished for Steam or Gas fuel.

Write for detailed information.

Manufactured by

VACUUM CANDY MACHINERY CO.

15 Park Row **New York**

(also special units for Cream fondant)

REPRINTS OF ARTICLES

Reprints are available of a number of articles which have appeared in THE MANUFACTURING CONFECTIONER. They compose a large portion of the current literature of the Industry. Many manufacturers find them suitable to accompany sales messages and also to add to their library of information on the candy and chocolate industries.

Now available are the following:

Improved Methods in the Manufacture of Fondant Goods
By H. S. Payne and J. Hamilton, Carbohydrate Laboratory, Bureau of Chemistry, U. S. Dept. of Agriculture 20c

The Purpose of Conching Chocolate
By Robert Whymper and Charles Shillaber 20c

The Manufacture of Marshmallows
By George J. Shaler 25c

Fat or Lean Coatings?
By Robert Whymper 10c

Candy Maker's Place in Manufacturing for Retail
By George A. Eddington 10c

Whey—New Raw Material for Candy
By B. H. Webb, Dairy Research Laboratory, U. S. Dept. of Agriculture 10c

Vitamins in Confectionery
By Norman F. Kennedy 20c

THE MANUFACTURING CONFECTIONER

400 West Madison St. **Chicago, Illinois**

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Out of the sweat and pressure of war production, Greer has learned much. Through this new knowledge — including applications of electronics — we hope to give you better post-war equipment. We believe our engineering ability and experience can be of unusual value to you in planning *your* peacetime operations. Let us hear from you.

J. W. Greer Co., 119 Windsor St., Cambridge, Mass.

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